

No.30,762

Monday February 6 1989

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World News Business Summary

South African white liberals open ranks to all races

Leaders of South Africa's fragmented liberal white opposition agreed over the weekend to form a new, united party open to all race groups...

Sri Lanka attack

Suspected left-wing rebels fired shots and set off smoke bombs during an election rally held by Sri Lankan opposition leader Shrima Bandaramalle in Hingurakgoda...

Satellite TV launch

Rupert Murdoch, chief executive of News International, ushered in "television's new age" in the UK as four of the planned six channels of the Sky TV service were launched on schedule on the Astra satellite...

Bus bomb kills 3

A bomb planted in a bus killed three people and injured five hours before a nationalist tribal chieftain became the chief minister of Pakistan's strategic Baluchistan province...

5 dead in S Lebanon

Israeli troops killed five Palestinian guerrillas in southern Lebanon and troops in the occupied Gaza Strip shot dead an Arab teenager and wounded at least 24 other people during demonstrations...

Warsaw crackdown

Polish police broke up a congress in Warsaw of the Confederation for Independent Poland, a key opposition party set up in 1979...

Sikhs shot in Punjab

Sikh extremists fighting for a separate state in northern Punjab shot dead two moderate Sikh leaders in an attack outside a school...

Volga rescue plan

A newly-created "Save the Volga" committee will draw up a plan to save the river and the Caspian Sea from ecological disaster...

Bush backs Tower

President George Bush is standing by Mr John Tower, his choice as Secretary of Defense, but persistent reports of womanising and drinking have left uncertain whether the Senate will confirm his nomination...

Lima guerrilla held

Pert's top urban guerrilla, Victor Foley Campos, 35, known as "comrade Rolando", was being questioned at Lima's central police headquarters and President Alan Garcia described his arrest as a decisive blow against subversion...

Guyana power crisis

Two of Guyana's power plants are out of action and the country will face a national emergency if the third shuts down...

Colombia violence

Ten people were reported killed in weekend violence in Colombia that included a massacre of five peasants by hooded gunmen, the shooting of three guerrillas by the army and the separate murders of a television journalist and a rancher...

Break with tradition

China's first major exhibition of avant-garde art made a shocking debut when police closed it down after a young woman opened fire at a glass sculpture in a "spontaneous art happening"...

Prices threat puts UK water sale in disarray

UK GOVERNMENT'S water privatisation plans were in disarray as ministers faced threats of increases in charges of up to 50 per cent from statutory water companies...

EUROPEAN Monetary System

Most EMS currencies ended the week on a softer note, reflecting continued strength in the dollar and sterling...

The Italian lira was the most notable exception, finishing the week on a stronger note. High interest rates in Italy have provided the lira with a strong base...

EMS February 3, 1989



ECU DIVERGENCE



Chart shows the two constants on European Monetary System exchange rates

The upper grid, based on the weakest currency in the system, defines the criteria from which no currency (except the lira) may move by more than 2 1/2 per cent...

EUROPEAN Commission will propose measures

to propose measures this week to abolish tax havens within the EC. Commission President Jacques Delors said...

BANCO DE SANTANDER

Spain's most internationally based bank and the owner of nearly 10 per cent of the Royal Bank of Scotland, has posted 50% pre-tax increase in its 1988 group profits...

PRESIDENT BUSH will unveil a rescue plan

for the US savings and loan industry this week. The private sector is likely to bear the brunt of the cost of resolving the crisis...

MICHAEL J. JULIEN, group chief executive of Storehouse

responded fiercely to criticisms from Mr Asher Edelman. Page 16

CHICAGO Mercantile Exchange's Globex automated transaction system

, being developed with Reuters, has advanced another step, with adoption of the Sydney Futures Exchange as first foreign partner. Page 21

COMMISSION des Operations de Bourse (COB), France's stock market regulatory authority

, held up the takeover bid by Cerus, the French arm of Mr Carlo de Benedetti, for Dumenil Leblé, the financial services group. Page 21

THOMSON AND MATRA, two of France's leading electronics groups

, have decided to withdraw from the micro and personal computer business, barely five years after entering with great fanfare this highly competitive sector of the computer industry. Page 21

Paraguay's new regime promises free elections

THE NEW Government in Paraguay yesterday promised presidential and congressional elections within three months as Gen Alfredo Stroessner, the dictator deposed on Friday...

democratic and provide equal opportunities for all. The statement followed a long period of silence since Gen Rodriguez's inauguration on Friday after his First Army Corps forced the surrender of the 76-year-old dictator after 34 years in power...

Gen Rodriguez's decision will almost certainly result in election victory for himself and his long-ruling Colorado Party. Gen Stroessner succeeded last February in winning nearly 90 per cent of the popular vote, but only after key opposition parties were barred from contesting the election amid widespread claims of fraud...

After the toppling of Gen Stroessner in clashes which left about 300 dead, opposition figures demanded an immediate return to a multi-party political system. In his only public speech so far, Gen Rodriguez undertook to re-establish human and democratic rights and to create a society without privileged elites...

Rodriguez discourages the cynics, Page 16



Peking and Moscow agree on plan for Kampuchean peace

By Peter Ellingsen in Peking

CHINA and the Soviet Union have agreed on measures to secure the future of Vietnamese-occupied Kampuchea and on major Soviet troops cuts on the Chinese border as part of a deal for a Sino-Soviet Summit to be held in China from May 15 to May 18...

Afghan peace bid

EDUARD Shevardnadze, the Soviet Foreign Minister, has extended his visit to Islamabad in order to hold talks today with Afghan resistance leaders. The surprise talks represent a final attempt to reach a settlement in Afghanistan and avoid a prolonged civil war...

end of September, 1989

at the latest, the statement said. With the withdrawal of Vietnamese troops from Kampuchea, all countries concerned should gradually reduce and eventually totally stop their military aid to any of the parties in Kampuchea...

quadrilateral representation

The body would not be subordinate to any party in Kampuchea. The crucial difference seemed to be that the present government of Premier Hun Sen in Phnom Penh would dissolve itself under China's proposal but remain in power according to Moscow's plan...

North Sea assets auction under way in Houston

By Steven Butler in London

THE BIGGEST and one of the most hurried auctions of North Sea oil and gas assets to take place is under way in Houston, where Texas Eastern, the US gas pipeline owner and oil exploration company, is selling assets as part of its defence against a \$2.6bn hostile takeover bid by Coastal, another gas transmission company...

advised by First Boston investment bank of the US, and by oil specialists from James Capel, the London stockbrokers. Texas Eastern last week was given a modest reprieve in the US courts, where Coastal accepted that its tender offer of \$42 a share would not go ahead until March 15...

G7 fails to dissuade dollar speculation

By Peter Norman in Washington

THE US dollar is expected to advance on the world's currency markets after last week's meeting of the Group of Seven leading industrial nations in Washington produced nothing to dissuade speculators from buying the currency...

expectations that the Federal Reserve will have to tighten US monetary policy further. A sharp rise in US employment reported on Friday boosted the dollar, causing the Federal Reserve and central banks from many European countries to sell it on currency markets in a bid to halt its rise...

strength. The Bank of Japan has been a notable absentee from recent bouts of concerted central bank dollar selling. The strong anti-inflationary stance adopted by some G7 countries has also caused some in the markets to question how far currency stability is now the dominant goal of economic policy co-ordination among the US, Japan, West Germany, Britain, France, Italy and Canada...

many is expected to be at the forefront of further G7 action to curb the dollar's rise. West Germany's inflation rate is expected to accelerate to around 2.5 per cent this year as a result of higher indirect taxes. Unless checked, the strong dollar, raising the cost of imported goods, will push German inflation still higher...

Legal row over alleged evasion of EC anti-dumping levies

By William Dawkins in Brussels

AN extraordinary legal row has broken out over suspected attempt to circumvent European Community anti-dumping levies on freight carried by Hyundai Merchant Marine, the South Korean shipping line, between Europe and Australia...

"directly or indirectly" by Hyundai, the first time the EC has charged anti-dumping duties on any service industry. The South Korean line last month withdrew from the route and announced it was to appeal against the ruling...

burg refused to believe that Sofrana was the real operator of a former Hyundai container ship which docked there last week. They accordingly demanded the payment of a DM100,000 (\$33,270) anti-dumping duty before allowing it to leave, a move which Sofrana successfully overturned in a local court...

Contents

Table of contents listing various articles and their page numbers, including sections like 'The Monday Interview', 'Polish Time for state and union to sit down', 'EC merger controls', etc.

CLWYD THE BUSINESS LEGEND advertisement. Includes a large graphic of a dragon and text describing the company's success and expansion in the UK. Includes contact information for Clwyd County Council.

Universities in Britain advertisement. Features a graphic of an open book and text discussing the future of higher education and the Financial Times' role in analyzing the sector.



OVERSEAS NEWS

Peter Riddell and Peter Norman at the G7 meeting in Washington
US administration gives Latin American debt key priority

THE Group of Seven meeting last week revealed an increased will among the governments of the leading industrialised countries to do more to ease Latin America's foreign debt, coupled to a growing realisation that complex details have to be resolved before any solution.

As Mr Nigel Lawson, the Chancellor, said afterwards, there is a "consensus in principle" that ways must be found to reduce the debt burden by market-oriented means. However, the talks among the US, Japan, West Germany, Britain, France, Italy and Canada found no readily acceptable way to strengthen the existing debt strategy, drawn up in 1985 by Mr James Baker, then US Treasury Secretary.

The Baker plan to encourage private and official financial flows on a case-by-case basis to debtor countries which undertake reforms so as to make their economies more efficient has failed to dispel slow growth and a decline in Latin American living standards.

US thrifts rescue to hit private sector

By Lionel Barber

PRESIDENT George Bush will unveil this week a rescue plan for the US savings and loan industry, known as thrifts. The private sector is likely to bear the brunt of the cost of solving the crisis, which could approach \$100bn (£57bn).



Dole: average taxpayer safe

Mr Bush is due to outline his budget proposals to Congress on Thursday and intends to keep his "no new taxes" pledge in tackling the crisis. Among a series of options under consideration is an increase in premiums paid by savings and loans institutions, and commercial banks, for government deposit insurance.

Bush stands by Tower as ethics embarrassments grow

By Lionel Barber in Washington

PRESIDENT George Bush is standing by Mr John Tower, his choice as Secretary of Defence, but persistent reports of womanising and drinking have left uncertain whether the Senate will confirm the nomination.



Tower: checks renewed

As the FBI continued its checks of Mr Tower's personal life - renewing an investigation supposed to have been completed some weeks ago - it became clear that the Tower affair has turned into a big embarrassment for Mr Bush. The new president's efforts to set higher ethical standards than those of the Reagan administration suffered another blow at the weekend.

Credibility of Bush budget deficit strategy on trial

EVERYONE was very polite about the US budget deficit during the discussions on Thursday and Friday. There was, of course, no point in rocking the boat before an address to Congress next Thursday night by President George Bush.

In practice, what this means is that the Bush administration's approach is on trial. The watchword is "credibility", as Mr Alan Greenspan, the chairman of the Federal Reserve, has recently emphasised a number of times.

The contrast is explained by the more optimistic economic assumptions, notably about interest rates, used by the present administration. Many of the spending cuts proposed by the Reagan team have also been regarded as implausible because they represent programmes which Congress has staunchly defended.

Different approaches shown in G7 meeting

THE WORLD will probably have to wait until the next G7 meeting in two months before it can judge whether the gathering in Washington last week advanced the cause of economic policy co-ordination.

By then, the US budget plans will have been published and exposed to scrutiny by Congress. If they are credible, the G7 will be able to try moving ahead with co-ordination of fiscal as well as monetary policy.

The G7 session last week lived up to expectations and produced no initiatives and no communiqué. The absence of the latter was to signify that G7 meetings are part of an "ongoing process" of co-ordination rather than signs of crisis.



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OVERSEAS NEWS

Israeli troops kill five Palestinian guerrillas

By Andrew Whitley in Jerusalem
ISRAELI troops killed five Palestinian guerrillas in southern Lebanon on Saturday night, an army spokesman said yesterday.

It is reported to have described the Israeli behaviour in Lebanon as being "exactly like that of the Nazis." This remark drew a strong protest from the Israeli army to the UN commander.

The guerrillas, members of two Syrian-backed factions, were said to have been on their way to attack targets in Israel. The clash took place amid continuing tension in the region between UN peace-keeping troops and Israeli forces, after the expulsion from their homes of some 75 Lebanese villagers by Israel's ally, the South Lebanon Army.

China wary of Snake Year

By Peter Ellingsen
HAVING just survived the political turmoil of the Year of the Dragon, Zhao Ziyang, leader of China's Communist Party, is to see in the Chinese New Year door-knocking in Guangdong, China's richest region and a model for the rapid development he wants the nation to follow.

Zhao and the party came close to losing control. The Year of the Snake, which will begin tomorrow, is by tradition a time for reflection, planning and searching for answers. The calendar points to Snake Year 1989 as not for the faint-hearted. The snake is the strongest negative force in the 12-creature Chinese cycle and is rarely tranquil. The serpent is meant to provide faith for one's convictions and force action.

estate government, Sichuan, spend more money - 2bn yuan (\$300m) from 1988 through 1987 - on buying cars than on agriculture, its main industry, which got less than yuan 1. Little wonder that output of grain last year fell by 2.3 per cent and that foreign debt leapt by nearly \$6bn (\$3.4bn) to about \$40bn - a handicap Peking can ill afford.

W Australia poll in balance

By Chris Sherwell in Sydney
VOTERS in Western Australia may have to wait a few days to learn which political party has won a majority in the state election held on Saturday.

on both the preferences of these ballots and the postal votes in some eight key marginal constituencies. With counting and distribution of these likely to take some time, both sides are maintaining that victory is within their grasp.

the Western Australia opposition leader, refused to concede defeat, and said he was still confident the Liberals and Nationals would form the next government.

Romania to buy Boeing 767s in barter deal

By Norma Cohen
ROMANIA has agreed in principle to purchase three long-range 767 aircraft from Boeing in a complex barter agreement valued at about \$200m (\$114m).

The eastern European state has agreed to pay off all its foreign debts by the end of this year and to keep new borrowing to a minimum. It is turning to more barter deals to buy what it wants from Western suppliers.

Under the terms of the deal, which have not yet been formally agreed, Romania will sell for cash its own domestically-produced freight ships and tankers, ranging in size from 5,000 to 200,000 tonnes.

Metro for Ankara

Ankara, the Turkish capital, is to receive a "build-operate-transfer" contract valued at \$47m for a Canadian-led consortium for the first 4.7-mile stage of a metro transport system for the city, Jim Bodgener writes from Ankara.

US-Japan chip case ruling likely today

By Louise Kehoe in San Francisco
A DECISION is expected today in a legal battle that could have a significant influence on US-Japanese trade relations in the competitive area of semiconductors.

Intel's suit charges that NEC violated copyrights on software embedded in Intel's popular 8086 microprocessor - a chip widely used in personal computers. NEC has denied the charges, claiming it created

independently its own version of the microprocessor software. Details of the case are complex, and it has taken a tortuous route through the courts. At one point, the original judge hearing the case had to step down when it was discovered that he owned \$50 of Intel stock through an investment pool.

If Intel loses the case, analysts suggest, that will mean Intel's chips can be legally "cloned", leaving the company vulnerable to imitators and seriously undermining its strategy. Microprocessors represent one of the few segments of the semiconductor market in which US companies have retained a lead over Japanese competitors.

EC merger controls take shape

William Dawkins sees how Brussels uses its new anti-trust powers

Some people in Brussels express ironic puzzlement at the Commission's attempt to persuade reluctant member states to give it an EC-wide merger control regulation.

one of the department's three sectoral heads might negotiate small alterations with the bidder later, before sending the case, with a recommendation, to the director-general, Dr Manfred Caspari, an urbane 64-year-old West German economist. Sir Leon Brittan, the competition Commissioner, would then decide on Dr Caspari's recommendation - and the matter could end there.

able to speak the bidder's language. The first step would be for the rapporteur to run an initial check with sectoral experts in DG IV as to which competition rules and which markets apply. If they thought the takeover did contravene EC competition rules, Brussels would send a confidential "statement of objection" to the bidder explaining why. This letter stops the Commission from introducing new arguments later.

EC's nine official languages so that they can be considered by a committee of national anti-trust officials. The advisory committee on restrictive practices and dominant positions - which passes its views back to DG IV. At this point, the rapporteur would have gathered enough evidence and advice to write a recommendation.



Practically all of Europe's big cross-border mergers over the past year have sought the blessing of Brussels or attracted its scrutiny, including the abortive consortium bid for Irish Distillers, British Airways' takeover of British Caledonian, Carnaud and Bunge's merger with C&C/Siemens bid for Plessey. The Commission's competition directorate - DG IV - made 25 formal decisions on takeovers last year, up from 15 in 1987, and gave provisional written clearance to another 36.

meeting of the Commission. "We usually expect to dispose of four times as many cases informally as we would by formal procedure," says Sir Leon's adviser on merger control.

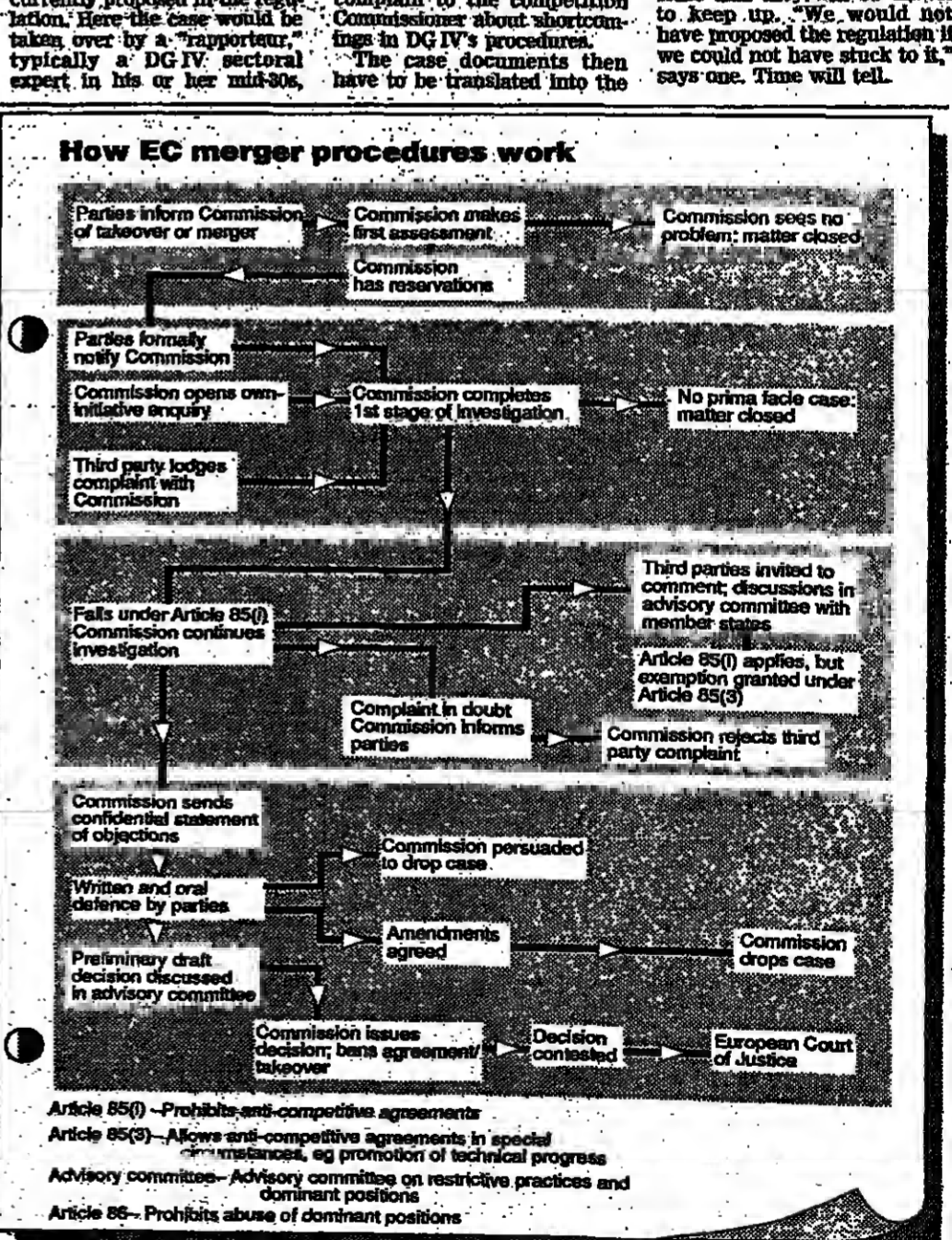
If Brussels wants to clear a merger, even though it is anti-competitive, it must publish this intention in the EC's Official Journal and ask other interested people - such as customers, suppliers or other potential bidders - to send in their views. This would be under a section of Article 85 that allows otherwise anti-competitive bids which contribute to general technical or economic progress.

This complex process, far more convoluted than that of any national anti-trust authority, is organised with the help of a computer data base which continuously logs the progress of the 400 or so cases to attract (mostly informal) investigation each year. Even with this help, DG IV is near the limit of its capacity.

A formal procedure could also start if DG IV and the companies fail to agree, or if it gets a formal complaint against the bid, such as the one lodged by Plessey against GEC and Siemens. This process would take four months, if Brussels sticks to the timetable currently proposed in the regulation. Here the case would be taken over by a "rapporteur," typically a DG IV sectoral expert in his or her mid-30s.

He can, and sometimes does, complain to the competition Commissioner about shortcomings in DG IV's procedures. The case documents then have to be translated into the

Officials are keen to set up five-year secondments from national anti-trust authorities so as to improve co-ordination with member states, which now become formally involved only via the advisory committee. The DG IV experts are scornful of some governments' fears that they will be unable to keep up. "We would not have proposed the regulation if we could not have stuck to it," says one. Time will tell.



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Waste stalemate

Negotiators from 50 industrialized and developing countries have failed to reach an agreement on curbing exports of toxic waste, after a week of talks in Luxembourg, John Hunt reports.

Even British officials, the most sceptical of all on this matter, accept that agreement on some kind of merger control regulation is likely this year. This will give the Commission the automatic right to vet in advance all larger mergers, except those with purely national implications, and at least double its anti-trust workload.

Oil use rises

The industrialised world stepped up its consumption of oil by 5 per cent in the last three months of 1988, compared with the last quarter of 1987, according to the Paris-based International Energy Agency, Max Wilkinson writes.

The procedures DG IV uses to apply those powers are criticised as vague and chaotic by some lawyers representing companies in recent cases. The present system, they argue, largely guarantees the right for the Commission to influence takeovers before they happen, as opposed to the messy business of "trying to unscramble eggs" afterwards, as one official puts it.

Israeli plea to EC

Israel, concerned about the impact of the abolition of tariff barriers on manufactured goods on January 1, has asked the European Community to exempt three sensitive sectors - textiles, carpets and leather goods - from the provisions of their bilateral trade agreement, Andrew Whitley reports from Jerusalem.

Officials maintain there is a clear logic behind their approach. It is to give informal shape, wherever possible, but to use a complex system of institutional and legal checks when Brussels wishes to impose big changes, block a deal, or make a special exemption from competition rules.

Pakistan loans

The efforts of Pakistan's new Government to promote private investment have been given a fillip by a loan of \$148m from the World Bank and a \$2m credit from the International Development Association, Christina Lamb writes from Islamabad.

The informal procedure would usually take about a month, starting at a meeting with one of the 50 anti-trust professionals in DG IV, at which the Commission would give an outline of the information it needs. At present, officials admit: "Very often we do not know what kind of information we need until we see what we have got."

Table titled 'WORLD ECONOMIC INDICATORS' showing unemployment percentages for various countries from Dec '88 to Dec '87.

Advertisement for cars, featuring a photo of a car and text for 'MAYFAIR CITY FOLLETT PORSCHE' with contact numbers.

# To All The Travel Agents Who Make The Going Good...



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## UK NEWS

**Provident Life banned from publishing survey**

By Eric Short, Pensions Correspondent

PROVIDENT Life Association, the UK member of the Winterthur Swiss Insurance Group, has been banned by Lantro (Life Assurance and Unit Trust Regulatory Organisation) from publishing the results of a survey it carried out.

The survey, entitled Competitor Analysis, aimed to provide independent intermediaries marketing personal pensions with an objective method of comparison between the charges made by life companies on their pension products.

The survey would have highlighted the effects of these charging structures on the investment returns provided by these contracts.

Lantro, the self-regulating organisation within the financial services regulatory framework responsible for life company marketing, has ruled that such a survey would contravene its rules.

These rules laid down a defined basis on which life companies show projected benefits on life and pension contracts using standard assumptions that do not relate to the particular company's own experience. Thus, each life company produces the same illustrative figures for a particular contract that does not relate to the company's own

investment experience, mortality experience or charging structure.

Mr Malcolm Reid, chief executive of Lantro, said the underlying objective of these rules was to prevent life companies using projections as a competitive tool.

He would not comment on Provident Life's circumstances. He said it was Lantro's policy not to comment on the particular circumstances of a member of its company, if those circumstances could be a disciplinary matter.

Provident Life is holding a press briefing tomorrow when the company "hopes to give a detailed insight into the Competitor Analysis - its aims, methods and findings."

Provident Life offers a commission-free Gold Pensions contract to independent intermediaries, such as accountants, actuaries and solicitors, who are remunerated by fees from their clients instead of by commission. Competitor Analysis was intended to complement the technical information on this product.

Mr Reid would not comment on what action would be taken if Provident Life deliberately or accidentally disclosed information which could be regarded as breaking Lantro's ban.

He admitted that if the proposals of disclosure of charges from the Securities and Investments Board, the main regulatory body for the financial services industry, were implemented, the information for such surveys would be publicly available.

Indeed, Mr David Walker, the SIB chairman, in announcing the proposals, hoped that the media would use the information to publish "league tables" of life company charges.

However, Mr Reid said such proposals would not be operative before 1990 and, meanwhile, the Lantro rulebook applied.

Mr Reid also admitted that five magazines, including Money Management, had permission from Lantro to produce illustration surveys for unlinked products where the life companies produced figures on standard investment assumptions, but used their own charging structure - presumably the format for Provident Life's Competitor Analysis.

However, Mr Reid said the journals were aimed at a specialised readership, and were being provided with information that could be produced by a "diligent researcher."

**Taurus is a sign of troubled times to come**

Clive Wolman on the Stock Exchange plan for settling and registering share deals

THE STOCK Exchange's scheme to overhaul its antiquated system for settling bargains and registering shares by dispensing with share certificates is likely to be blocked by opposition, mainly from banks and registrars.

The opposition emerged in strength four months ago, 2 1/2 years after development of the scheme was renewed in earnest. The scheme is called Taurus - the Transfer and Automated Registration of Uncertified Stock.

The concerns were that:

- Set-up costs might run to more than £40m.
- An unwieldy dual system would operate for a lengthy transitional period.
- The SE bureaucracy and systems staff would have excessive power at the expense of the jobs and profitability of traditional share registrars and custodians - owned mostly by banks.

A steering committee was set up. At the end of this month it is expected to recommend to the SE Council abandonment of the initial, centralised Taurus scheme by which all listed companies' share registers would be held electronically.

Initially Taurus's introduction was scheduled for early this year. The plans were first formulated in 1982, shelved in the three years of intensive

systems development in preliminary to the Big Bang reforms of 1986 and then dusted down again as the unsettled-bargains backlog mounted in 1988-87.

The backlog highlighted the tortuous, labour-intensive paper-chasing operations involved in settling every SE transaction - and the danger that the costs and maladministration would undermine London's position as a centre for international share trading.

The plans pushed forward by the SE's systems teams envisaged phasing out share certificates as proof of ownership. Instead, shareholders would be registered electronically through Taurus so that when a tranche was bought by one investor from another the transfer could be registered by keying in data through a computer terminal.

The plan allowed for registrars of individual companies to continue functioning, although they would merely have to input tapes sent to them regularly from the SE as a way of recording changes in the share register.

A further long-term threat to the registrars was that their responsibility for administering dividend payments, rights issues and communicating with shareholders would gradually be seen as unnecessary and could also be assigned to



Patrick Mifford Slade: reporting at end of month

Taurus managers.

Such a system of centralised, fully-electronic securities administration, under quasi-public control, has been implemented in a few smaller countries such as Denmark and Norway. Setting one up in the UK would be a lengthy process.

It would also create upheaval and upset entrenched interests. The database alone, covering every listed company with its tens of thousands and sometimes millions of shareholders, would be of unprecedented size.

Further, legislative changes would be needed which would raise political issues: which

institution would be empowered to run such a centralised monopoly service? Many have asked if that power should be given to the Stock Exchange, the role of which in the post-Big Bang era has oscillated between a stockbrokers' trade association, a public agency, a utility and a dynamic, competitive, service business.

The difficulty of adopting more of an incremental approach is that the costs of running two systems in parallel, for example certificates for private investors and electronic registration for institutions, are likely to be prohibitive. Even allowing share certificates to be held by individuals until there is a sale and ownership is transferred would mean retaining a dual system for several years.

Two other options are being reviewed by the 13-man steering committee chaired by Mr Patrick Mifford Slade, of Cazenove, and comprising representatives of securities firms, registrars, institutional investors, listed companies and clearing banks.

One option, which best serves the interests of the registrars and custodians, would be to give them a continuing role in running a decentralised system of electronic share registers, albeit co-ordinated and controlled by the SE.

The most limited option

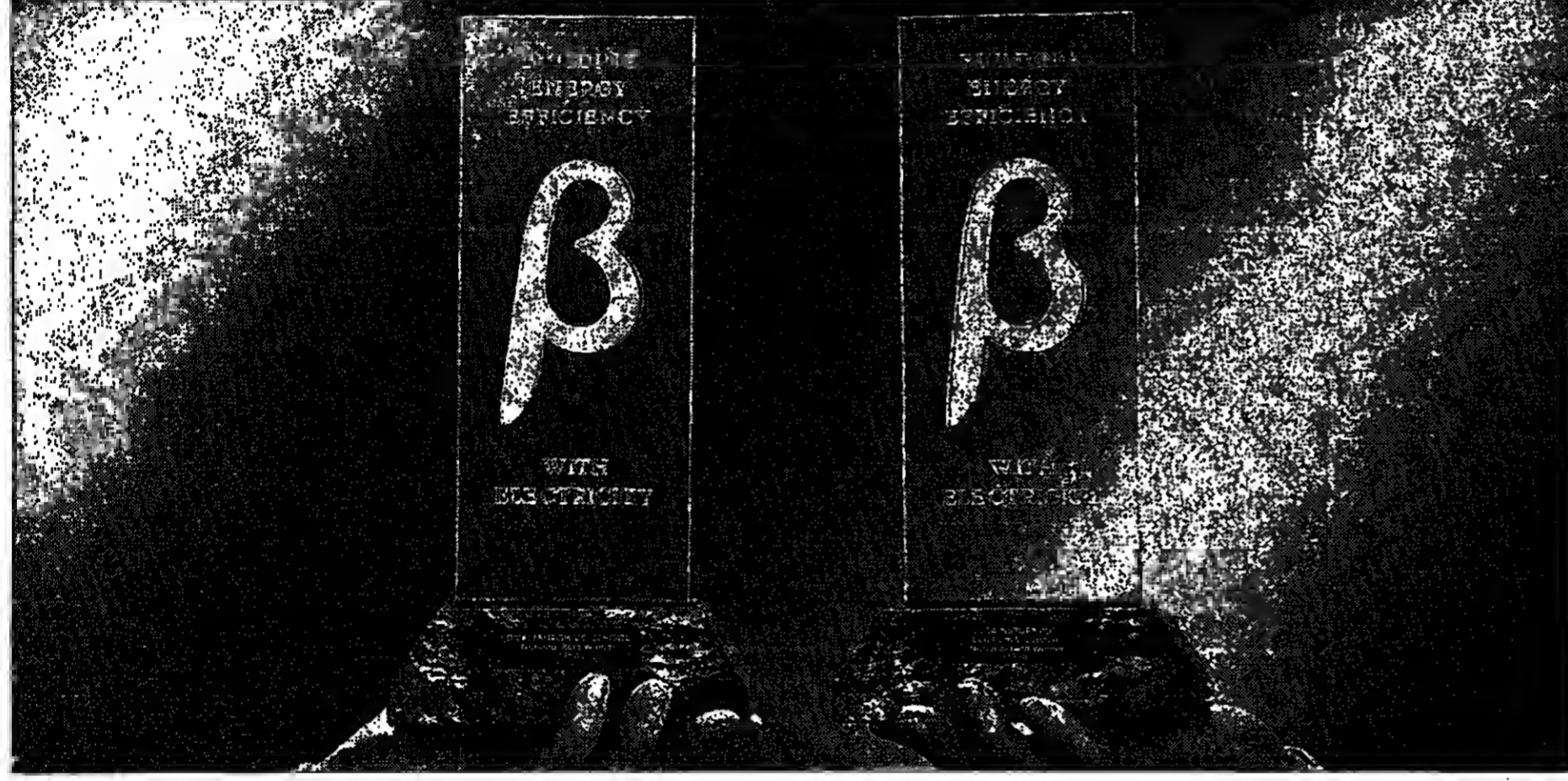
would be to extend the role of Sepco, the SE's central nominee service which already serves as an electronic share register for stock held by market-makers.

Its facilities could be offered to other securities firms, as a few of them, led by Barclayshare, have already been demanding, and also to institutional investors and to the clearing banks and other firms running large nominee services for private clients.

The last option's attraction is that it could be implemented fairly swiftly. Its drawback is that it would accelerate the process by which an increasing proportion of shares is held through nominees. The current proportion is about 40 per cent. This would make the identity of the beneficial shareholders of a public company more difficult to unravel.

Such considerations mean that the committee is most likely to recommend a hybrid solution, based primarily on the second and third options, with a view to implementing the reforms in under 18 months.

What is certain is that the ambitions of the SE's systems staff, to introduce a centralised electronic system for transferring and registering the shares in all UK quoted companies, have been dashed, at least for this century.

**ELECTRICITY SALUTES ITS CHAMPIONS**

Those who champion the cause of energy efficiency by using electricity are duly rewarded.

National Beta Award winners for 1988 are a superstore and a school (the name Beta combines B for buildings and eta, the Greek letter for efficiency).

But all the other 350 entrants are winners too. To qualify, they have had to demonstrate significant energy savings and improved amenities and environment through the cost-effective use of electrical techniques.

**THE ALL-ELECTRIC SUPERSTORE**

The 1988 national winner for buildings over 1,000 square metres is the all-electric J Sainsbury plc superstore at Burpham near Guildford, Surrey.

The air-conditioning system, combining heat pumps, heat recovery and chilling units, has cut energy costs by 30 per cent compared with similar stores - saving an estimated £42,000 a year.

It also provides a better environment for

customers and staff. The installation has been so successful that Sainsbury's have incorporated similar systems into all their new superstores.

**UNDERGROUND WATER HEATS SCHOOL**

The Beta Award for buildings under 1,000 square metres goes to Dickleburgh V.C. School, Norfolk.

Sophisticated energy-saving techniques have reduced energy costs to less than half the target figure for primary schools.

Two electrically driven heat pumps make use of water at 10°C from a borehole into the water-bearing chalk stratum to provide hot water for central heating. The heat pumps provide 3.5 units of heat for every unit of electrical energy used.

If your building is saving money with electricity, you could be a Beta Award winner too.

Ask the Energy Marketing Manager at your Electricity Board for more information about the 1988 winners and how to enter this year's competition.

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**Student loan plans 'should be scrapped'**

By David Thomas, Education Correspondent

THE GOVERNMENT should scrap its proposals for student loans and instead introduce a system giving parents tax relief on bank loans to cover student maintenance, according to Mr Christopher Johnson, chief economic adviser to Lloyds Bank.

Mr Johnson, writing in the bank's economic bulletin, is highly critical of the proposals for subsidised commercial loans to cover part of a student's maintenance from October 1989.

He argues that the system would discourage people from low income families from entering higher education, would tempt students to get deep into debt, and would increase public spending in the short term. Because of the administration involved, the proposals are unattractive to banks.

Mr Johnson's paper reflects the irritation felt by the high street banks at the Department of Education and Science's failure to consult them fully before its scheme was published.

"The DES evidently assumed that the banks were so keen to gain student customers that they would subsidise the operating costs," Mr Johnson writes. His alternative scheme would have three main elements:

- An 18 per cent increase in student grant to return it to its real level in 1976-77.

- Arguing that it is time to recognize that students have had a poor deal, Mr Johnson calculates that there has been a 20 per cent real decline in student grants plus parental contributions since 1962, in spite of a two-thirds increase in national wealth.

- Banks should be able to lend parents their statutory contribution to student maintenance on commercial terms but with tax relief on interest. Mr Johnson argues that many parents are already funding their children's education by extending their mortgage, on which tax relief applies.

- A fall-back government loan facility, much smaller than presently proposed, for students whose parents are unable or unwilling to pay their statutory contribution.

Mr Johnson also opposes plans to withdraw social security benefits from students, on the ground that housing benefit helps deal with the wide variations in student lodging expenses. He calculates that his proposals would cost less than the Government's plans initially, though more in the medium term.

Editorial Comment, Page 12

**Rover recruits extra 100 workers at Swindon plant**

By John Griffiths

ROVER GROUP is recruiting a further 100 workers at its main car body pressings plant at Swindon, Wiltshire, to help fulfil a contract under which Rover will supply Renault, the French manufacturer, with panels for the 21, its main volume saloon.

The contract is worth about £5m a year, relatively small by motor industry standards. However, according to Rover Group, "opportunities for further business are being explored by both parties."

The contract is to provide Renault with 20,000 front and rear door inner panels a week, with deliveries to Renault's Sandouville plant, where the 21 is produced, starting in about two weeks.

Initially, Renault itself is to supply the 100 tonnes of steel a week needed for the contract. However, the intention is to switch to a UK steel supplier as soon as possible.

The contract provides further minor underpinning to the viability of Rover's Stratton St Margaret plant on Swindon's outskirts, where 3,000 people are employed.

The facility meets the majority of Rover's needs for pressings - although body panels for the Montego, Maestro and Mini are still being made at Rover's pressings plant at Llanelli, South Wales.

However, Rover is negotiating to sell the Llanelli plant to Camford Engineering, the Midlands-based industrial group. It plans to source all of its pressings requirements - including those for the B8 saloon range - from Swindon.

These activities are expected to compensate for a decision by Jaguar to change the sourcing of its bodies from Rover to a joint venture company which Jaguar has established with GKN.

**Rowntree trust to probe effects of takeovers**

By David Waller

THE Joseph Rowntree Memorial Trust is funding a research project into the effects of takeovers on local communities.

From 1904 until last summer, the charitable trust was the biggest shareholder in Rowntree, the York-based confectionery company which was taken over by Nestlé, the Swiss foods group, after a protracted bid battle.

According to Sir Donald Barron, the trust's chairman and a former chairman of Midland Bank, the aim of the project will be to look at:

- The effects on the regions of the removal of the ultimate decision-making powers of large organisations.
- How communities are

affected by the departure of well qualified "community" orientated staff.

- How the change in control of large international companies such as Rowntree affects the public and national interest.

- Whether the current legislative framework for mergers policy is satisfactory.
- The effects and mechanics of "dawn raids" - stock market operations whereby a predator can swiftly acquire a large holding in its target company.

The trust was endowed with shares by Joseph Rowntree, the philanthropic 19th century proprietor of the company. It supports independent research into housing and social policy issues.

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UK NEWS

Details expected on plans for VAT on construction

By Paul Cheeseright and Andrew Taylor

THE GOVERNMENT is expected this week to publish details of plans to introduce 15 per cent value added tax on new private commercial, private industrial and public sector construction other than housing.



John Heddle fears over inner-city developments

The introduction, from April 1, of VAT on new construction - VAT is already levied on many types of repair and maintenance and improvement work - follows a ruling last June by the European Court that Britain was in breach of European Community legislation by not applying the tax to new commercial buildings.

Call for cheap loans to small businesses By Charles Batchelor BRITAIN should provide cheap loans to small and medium-sized businesses by establishing a Business Development Bank...

Tax laws 'discriminatory'

By Andrew Taylor, Construction Correspondent

BRITISH TAX laws are discriminating against foreign contractors working on construction projects in the UK, according to a firm of accountants.

been in touch with the UK Government. In one case, a West German air-conditioning company was expected to have to wait up to six months after the work has been completed to recover about £200,000 in taxes.

COMPANY NOTICES

NOTICE OF ANNUAL GENERAL MEETING OF SHAREHOLDERS OF BRITAIN'S REGENERATION FUND

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LEGAL NOTICE MANBERS LIMITED, THE M.B. AMERICAN SPORTS

CHANEL ISLANDS The Financial Times proposes to publish this survey on: Tuesday, 7th March, 1989

MEDWAY TUNNEL The Rochester Bridge Trust, with the support of English Estates, Kent County Council, Rochester upon Medway City Council and Gillingham Borough Council is promoting a Private Bill for the construction and operation of a new road Tunnel under the River Medway.

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Big public sector surplus 'may discourage savings'

By Ralph Atkins, Economics Staff

THE ANNOUNCEMENT of a large public sector surplus on Budget day could encourage a further fall in household saving, says a study published yesterday by the London Stock Exchange...

Airlines face price war

By David Churchill, Leisure Industries Correspondent

A RENEWED transatlantic air fare price war could be on the way as a result of British Airways' decision to cut prices sharply on a number of flights to US cities.

Walkways for Cardiff Airport

THREE walkways enabling passengers to move directly into aircraft on the apron at Cardiff Airport were opened yesterday by Lord Cledwyn, leader of the opposition in the House of Lords.

Utility sales 'lead to monopoly mongering'

By Ralph Atkins

THE Government's privatisation programme has sacrificed the goal of greater competition for short-term considerations, says a book published today by the Institute of Economic Affairs.



UK NEWS

# Ernst & Whinney drops head of consultancy team

By Richard Waters

ERNST & Whinney has become the latest in a line of leading UK consultancy firms to drop the head of its management consultancy division abruptly.

The departures reflect disquiet below the surface in what has been a spectacularly successful area of business for the consultancy firms.

Several have grown their management consultancy arms to such an extent that they now rival their traditional audit and accountancy business. But the pressures created by this growth have exhausted the management ability of some firms.

Ernst is parting company with Mr Gareth Jones, a former main board director of management consultancy Booz Allen, who was brought in three years ago to run Ernst's UK consultancy business.

Mr Elwyn Killege, Ernst's UK senior partner, said Mr Jones had achieved the target set for the consultancy division, which have included more than tripling its fee income to around £12m.

However, when pressed he said that Mr Jones's successor was better suited to handling the firm's development in the future. But he added: "You put

it negatively, whereas I would prefer to put it positively."

Mr Jones is being replaced by Mr Clint Alston, an American who moved to London last summer to spearhead the development of Ernst's information technology practice across Europe.

The firm said at the time that its intention was to keep Mr Alston's operations completely separate from the UK management consultancy business.

Coopers & Lybrand also recently dropped its head of consultancy, Mr David Miller. He was replaced by Mr Peter Allen, an accountant and the firm's overall managing partner.

Mr Brandon Gough, Coopers' chairman, denied that Mr Miller had been demoted or that there had been problems with the consultancy division, the largest of its type in the UK, with the income of £54m in the year to September 1988.

However, Mr Miller has returned to client work and no longer has any management responsibility.

A third firm, Spicer & Oppenheim, also quietly dispatched its head of management consultancy, Mr Tim Bishop. He has been replaced

by Mr Alan Hodgart, a former strategic consultant from Deloitte Haskins & Sells, another consultancy firm. Mr Bishop himself once worked for Deloitte, before moving on to run the UK management consultancy divisions of Arthur Young and then Spicer.

Arthur Young, for its part, replaced a former head of consultancy, Mr Keith Stein, about two years ago. Mr Stein still works for the firm as head of its internal strategy unit.

The firm reduced the range of its management consultancy services after replacing Mr Stein.

The changes indicate that growth has not been painless. The pace of change in some firms has outstripped even the consultants' ability to run their own businesses effectively.

According to the top consultant at one of the largest consultancy firms: "The growth is a huge problem both in terms of keeping up profits and, more particularly, in the way people are developed. You just can't build your management fast enough, and quality suffers."

"We have deliberately put a ceiling on our growth as a result."

# Labour lists hospitals likely to opt out of NHS

By Charles Hodgson

THE LABOUR PARTY today launches its counter-attack on the Government's proposals for fundamental reform of the National Health Service with the publication of a list of more than 300 hospitals, which the opposition claims are marked to "opt out" from the NHS.

The list, which covers many leading hospitals, is based on Labour's interpretation of the white paper's provision that large general hospitals would be encouraged to apply for self-governing status as NHS hospital trusts.

According to Ms Harriet Harman, Labour's health spokeswoman, the party will seek to ensure that opting out "is exposed as a risk to the health of the community and patients everywhere."

"We will target every district which is threatened with losing its local hospital by opting out," Ms Harman said.

Labour argues that the opting out proposals will mean that the quality of care will decline as hospitals cut corners to compete for district health authority contracts and that hospitals will be obliged to provide only core services, forcing local people to travel elsewhere for treatment.

It also claims that wages in opted out hospitals could fall below NHS levels, leading to loss of staff, and that many hospitals may decide not to provide non-emergency services, such as kidney dialysis and diagnostic tests.

Mr Kenneth Clarke, Health Secretary, has firmly rejected the claim that the white paper is a prescription for privatisation of the NHS.

Yesterday, he reiterated his opposition to general tax relief for those choosing private health care outside the NHS. He defended the Government's plan to provide tax relief for the elderly taking out private health insurance, arguing that this would help reduce waiting times in the NHS.

"I see no general case for tax relief... I believe in low taxation where people decide how to spend their own money," Mr Clarke told BBC TV's On the Record.

# Peacock attacks ITV franchise proposal

By Raymond Snoddy

THE PEACOCK Committee, one of the main influences on the Government's radical new broadcasting policy, yesterday attacked proposals to grant ITV franchises automatically to the highest bidder.

The criticism in evidence submitted to the Home Office reflects growing and widespread opposition to the proposal in the white paper on broadcasting published in November that commercial licences should go to the highest bidder after applicants had passed a "quality threshold."

The committee, which reported on the future financing of British broadcasting in July 1986, advocated, by a majority of four to three, a form of competitive tendering for commercial television licences.

But the committee emphasised that the Independent Broadcasting Authority should have the right to reject the highest bid if another company offered more "value for



Professor Alan Peacock, pondering plans for ITV

are unanimous in believing that that safeguard ought to be restored. Further we do not believe that the winners of the forthcoming tenders should be granted franchises in perpetuity, which is the likely outcome of the white paper proposals."

The submission was signed by six committee members although Professor Sir Alan Peacock, who was ill when it was drawn up, said he fully supported its conclusions.

The committee also warned the Government that it would be wrong to remove the automatic linking of the BBC licence fee to the retail price index after 1991 as the white paper suggests. The Government says the licence fee could be based on a less than full RPI basis to reflect the BBC's ability to supplement its income from subscription.

The committee said the BBC should move to subscription as soon as possible but thought this could not take place before

1996. "A premature reduction of the licence fee will have damaging effects both on BBC television and on BBC radio," the submission to Mr Douglas Hurd, the Home Secretary said.

The committee members, who include Professor Alastair Hetherington, former editor of The Guardian; Lord Quinton, the academic; and Mr Samuel Brittan, chief economic commentator of the Financial Times, also called on the Government to implement their first recommendation. This was that all new television sets should be fitted with a special socket that makes it easier to receive subscription television. The Government believes this should be left to industry.

The committee position on both auctioning and the indexation of the BBC licence fee could have a considerable influence on the content of the broadcasting bill the Government plans to introduce this autumn.

# Labour to debate arms policy

By Charles Hodgson

LABOUR'S defence policy review committee meets tomorrow to discuss last week's fact-finding visit to Moscow by a delegation preparing the ground for a rethink of the party's controversial commitment to unilateral nuclear disarmament.

The meeting will not take any firm decisions but will receive a full written report on the talks with senior Soviet defence and foreign ministry officials.

The message that appears to have emerged from Moscow is that while there may be a role for unilateral gestures by a future Labour government, Britain should take part in multilateral talks covering both nuclear and conventional weapons.

This will be particularly welcome to Mr Neil Kinnock, the party leader, who has made clear his desire to replace the electorally-unpopular commitment to unilateral disarmament with a more flexible non-nuclear approach. This would leave open the full range of multilateral, bilateral and unilateral disarmament options.

There were signs at the weekend of a wider shift in opinion within the Labour Party towards this more flexible approach.

The influential transport union, whose unilateralist leader Mr Ron Todd was part of the Moscow delegation, is thought likely to review its stance as evidence mounts that support for unilateralist policies may be waning

among union members.

Mr Todd was instrumental in defeating a resolution leaving open multilateral, bilateral and unilateral options at last year's Labour conference in favour of a reaffirmation of strict unilateralism.

The Conservatives hold an 11-point lead over Labour, according to a MORI poll in the Sunday Times. This is the biggest Conservative lead since August and the same margin which gave the Tories a 101-seat majority in the 1987 General Election.

Latest ratings (with last month's equivalent figures in brackets) are: Conservatives 47 per cent (46); Labour 36 per cent (36); Democrats 8 per cent (6); SDP 5 per cent (7); Others 4 per cent (5).

# Young defends Government merger criteria

Financial Times Reporter

THE GOVERNMENT operates a clear and consistent policy on monopolies and mergers based on the implications of a potential bid for fair competition, Lord Young, the Secretary for Trade and Industry, insisted yesterday.

Responding to criticism that the Government lacked a coherent approach reflected in a survey of leading financial advisers, Lord Young said: "It [the policy] is absolutely clear; it is about competition."

The survey, carried out by Channel 4's Business Programme, covered the top 20 financial advisers in the UK mergers and acquisitions field. It cited City confusion over the referral of bids such as Elders for Scottish & Newcastle, where analysts felt there was no threat to competition, and the decision not to refer the Nestlé takeover of Rowntree, in spite of concern over Swiss non-reciprocity.

Lord Young rejected suggestions that ministers were sometimes guided by political issues and said every takeover was different, so competition implications varied with each bid.

# Poor advice 'costing housebuyers £680m'

By Eric Short

HOUSEBUYERS are losing an estimated £680m a year by cashing in their mortgage endowment policies when they take out a fresh mortgage or when they rearrange existing mortgages.

The Institute of Insurance Brokers says this represents an unnecessary loss for the majority of housebuyers.

The institute criticises banks, building societies and remortgage firms for giving poor advice to housebuyers so they can collect higher commissions on new policies. Commissions range from £550 to £1,200 for each new contract.

About 80 per cent of all housebuyers use endowment mortgage policies to repay mortgages. When they take out a new mortgage, usually for a higher amount, the lender persuades them to cash in their existing endowment and take out a fresh one. However, if the cash-in occurs within three or four years of effecting the contract, the housebuyer usually receives less than the premiums paid. This is unnecessary because life companies will

alter existing contracts and allow topping up, the institute says, but this reduces the commission.

The institute quotes a market research study into losses on surrender carried out by Mr Peter Mathews of Policy Network, a firm that buys and sells life policies. This showed that 93 per cent of early surrenders in the first few years of the term of the contract related to endowment mortgages. In addition, the average surrender payment represented a loss of 18 per cent - giving a total of £680m, according to recent Department of Industry figures - against the premiums paid.

Mr Andrew Paddick, the institute's director general, claims the mortgage shops giving bad advice are usually the appointed representatives of one life company, who can offer only that company's products and therefore could not rearrange the endowment mortgages.

The institute would welcome case histories from housebuyers who have suffered the upsets of surrender.

# More pressure on Currie to testify to MPs

By Our Political Staff

FRESH MOVES are expected at Westminster today to force Mrs Edwina Currie, the former health minister who resigned amid the row over the disputed health risks of salmonella in eggs, to appear at a Commons inquiry into the affair.

The Labour Party is to table a motion compelling her to appear before the Commons agriculture committee which is due to hear evidence from Mr John MacGregor, Agriculture Minister, and Mr Kenneth Clarke, Health Secretary, on Wednesday.

Mrs Currie has twice declined to give evidence to the committee. However, Tory and Labour MPs' pressure on her has increased substantially following reports that she is preparing a book on the affair and has been given access to health ministry documents unavailable to the committee.

Mr Jerry Wiggin, the Tory chairman of the committee, said the fact Mrs Currie was writing a book about the salmonella matter would be a material factor in the committee's decision on whether to seek to force her to appear.

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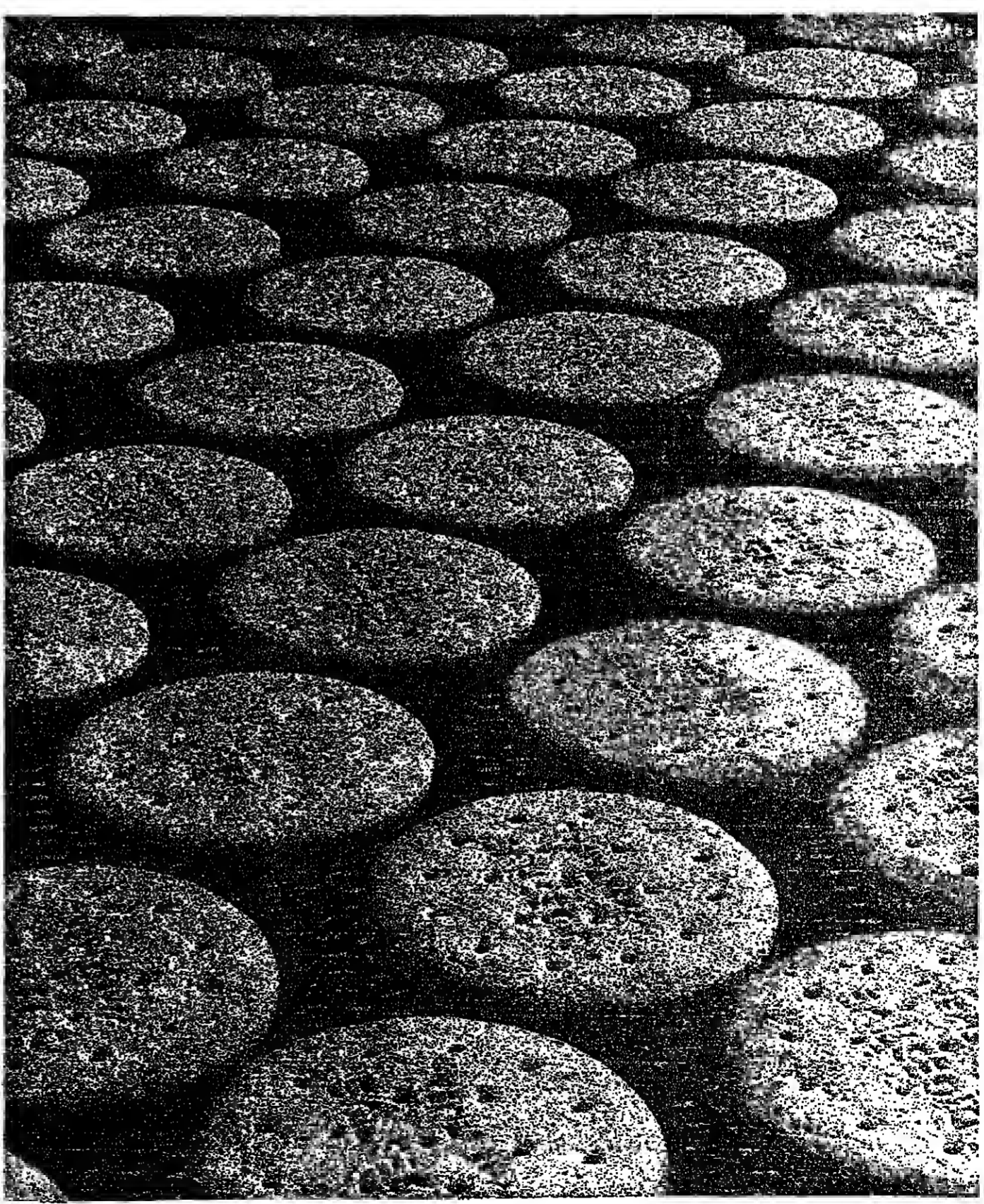
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February 6 and 13, 1989

## UK NEWS

Murdoch venture sets out to win 'imagination of the nation'  
Sky TV meets its first deadline

By Raymond Snoddy

MR RUPERT MURDOCH ushered in "television's new age" in the UK yesterday as four of his planned six channels of satellite television were launched on schedule on the Astra satellite at 8pm.

"This is the television revolution. A revolution in quality. A revolution in quantity and choice," said the portentous voice on the two-minute introduction to all four channels before Sky channel, the entertainment service, Sky News, Sky Movies and Eurosport went their separate ways.

Mr Murdoch, the chief executive of News International, was more restrained when he spoke about his very own television revolution in Sky Television's new headquarters at Isleworth, West London.

"We will be proud, perhaps, in a year or two when we have managed to win the imagination of the country," said Mr Murdoch, who will add an arts channel and in a joint venture, the Disney channel, by the summer.

In a carefully-worded statement, the satellite company claimed yesterday: "More than 600,000 homes will be able to

see Sky's opening night via cable TV or home dishes in the UK and Irish Republic."

Most of them, in fact, will be able to see only one Sky channel with programmes ranging from country singer, Dolly Parton, at 6.30pm to a Mozart violin concerto at 3 am.

For the main service, with half-hour news programmes on the hour through the day and night, and films, such as *The Color of Money*, the potential audience consisted of 55,000 subscribers to modern cable networks, 7,000 existing satellite dish owners, plus the few hundred able to buy the new 90-centimetre dishes just now beginning to trickle into the shops.

Mr Murdoch said manufacturers would produce 2.1m receivers this year and Mr Alan Sugar, the chairman of Ametrad Consumer Electronics, was now in Japan to ask his suppliers to add a night shift.

Mr Murdoch said that in addition to cumulative losses in six years of running Sky Channel of £40m, an additional £25m had already been spent to bring Sky Television to yester-



Rupert Murdoch yesterday: 'This is a revolution'

day's launch.

It was entirely his fault that satellite dishes had not been in the shops on time, Mr Murdoch said he had believed he could run a free film channel for two years, but found he had to turn it into a subscription channel much earlier because of the opposition of the Hollywood studios. This led to a change in design in the equipment and a hold-up in manufacture.

As Sky Television went on the air, Mr Bryan Gould, Labour's industry spokesman, wrote to Lord Young, the Trade and Industry Secretary, asking him to refer all Mr Murdoch's media interests in the UK to the Monopolies and Mergers Commission. Apart from the six television channels he will control by the end of this year, Mr Murdoch owns five national newspapers.

Mr Murdoch was in relaxed form dealing with questions yesterday.

Would the Sky venture, expected to cost £150m this year, push News International into immediate loss?

"No," said Mr Murdoch. How long would Mr Andrew Neil be both chairman of Sky and editor of the Sunday Times?

"As long as his energy holds out," said his proprietor. "Wasn't he just importing a lot of poor-quality American television, asked the man from the Guardian newspaper."

Watching American programmes was a lot better than coming home late at night and finding nothing to watch but snooker.

## BT expected to face competition from Mercury nationwide

By Hugo Dixon

MERCURY Communications seems certain to be allowed to compete with British Telecom for customers across the whole of Britain, after a decision by the Office of Telecommunications, the industry watchdog.

The decision is the latest attempt by OfTel to inject more competition into the UK's telecommunications markets. Four and a half years after its privatisation, British Telecom still dominates the industry, earning about a hundred times as much revenue as Mercury, its only rival.

One of Mercury's most bitter complaints has been that BT has been trying to keep it out of the market. As a result, only half the country has access to its service, the company claims.

An OfTel executive said at the weekend that it had decided that the interconnect agreement applied across the whole of the country. BT would, therefore, have to open up its network to Mercury on the terms set out in the agreement. BT refused to comment.

OfTel's decision unless challenged successfully by BT - will mean that anybody in Britain will be able to switch to Mercury for long-distance

calls. The dispute has flared up because Mercury's network is not nearly as extensive as BT's. Instead of putting a telephone line into every home and office in the country, it has concentrated on building a long-distance network linking cities.

As a result, Mercury can connect only a handful of customers to its network directly. Most of the time, it has to rely on BT to carry a call from the customer's premises to its network.

For this, Mercury pays BT a fee set by OfTel at a sufficiently low price to encourage competition. The whole matter is set out in a complex document called the "interconnect agreement."

Last year Mercury complained to OfTel that BT was breaking this agreement by refusing to connect customers in half of the country. It said it was having to reject many potential customers and its capacity to compete was being damaged.

BT, in turn, said that the interconnect agreement applied only when Mercury's network was close to the customer it wanted to connect.

## Privatisation plans for water threatened by leap in charges

By Richard Evans

THE GOVERNMENT'S water privatisation plans were in disarray last night as ministers faced threats of increases in charges of up to 50 per cent from statutory water companies.

Industry leaders also gave warning yesterday of a significant drawback in the privatisation legislation that would make the authorities much less attractive to investors.

The 29 statutory water companies, which supply a quarter of all households in England and Wales, announced they were planning to put charges up by at least 30 per cent, and in some cases 50 per cent, to meet the challenge that privatisation will involve.

Mr Michael Howard, Environment Minister in charge of the water industry, immediately summoned water com-

pany chiefs to explain why they intended to raise charges by more than the average of less than 10 per cent imposed on the state sector water authorities by the Government only last week.

The drawback in the privatisation provisions will be disclosed tomorrow when details are due to be announced of a guaranteed standards scheme under which water providers will have to pay a customer £5 a day if they fail to provide a water supply.

No penalty will be incurred if an incident is outside the control of the water supplier, but crucially, these extensions do not include strike action.

Industry leaders have pointed out to ministers that this means that a privatised company could face financial catastrophe after a strike of

only 10 days.

The Environment Department said if the water authorities and the statutory companies were to act commercially "they have to take normal commercial risks."

Mr Howard's anger was triggered by a statement yesterday from the Water Companies Association announcing the big rise in charges from April 1 in order to be financially as strong as possible before the new regulatory regime is imposed with the flotation of the 10 water authorities in November.

Mr Michael Swallow, director of the association, said the Government was putting shareholders first instead of customers, and the companies could fund their capital programmes only by raising charges.

## Companies have 'severe' labour hiring problems

By Jimmy Burns, Labour Staff

BRITISH companies are facing continued widespread recruitment difficulties. A survey of 3,000 companies published today finds that 65 per cent of those in the manufacturing sector and 55 per cent in the service sector had problems recruiting the right labour.

Some employers may have been cutting back in a less-secure economic climate. "Recruitment difficulties are no longer the preserve of certain regions. They are now a severe problem throughout the UK," the Association of British Chambers of Commerce says in its survey report.

It suggests that while shortages remain particularly acute among clerical and unskilled labour in most parts of the country, there has been some easing of difficulties among skilled manual staff.

## Wage pressures push up settlements in industry

By Ralph Atkins, Economics Staff

PAY settlements in manufacturing industry rose to an average of 6.9 per cent in the last three months of 1988, according to the Confederation of British Industry's pay databank survey published today.

The increase in the previous three months was 6.3 per cent. The new figure suggests that wage pressures in the economy are not abating.

The survey also shows an acceleration in pay in private-sector service industries. In the second half of 1988 settlements in that category averaged 7.3 per cent, up from 6.9 per cent in the first six months of the year.

The CBI's analysis shows that the main upward influ-

ences on manufacturing settlements since August 1 1988 have been the cost of living and the need for companies to recruit or retain staff.

Average manufacturing earnings are growing much faster in Britain than in the US, Japan, West Germany or France, the CBI says. Even after taking account of productivity, Britain is still at a disadvantage.

Latest figures show the cost of labour per unit of output in manufacturing rising at an annual rate of 0.5 per cent in Britain. That compares with no growth in the US and falls of 1.3 per cent and 0.9 per cent in Japan and West Germany respectively.

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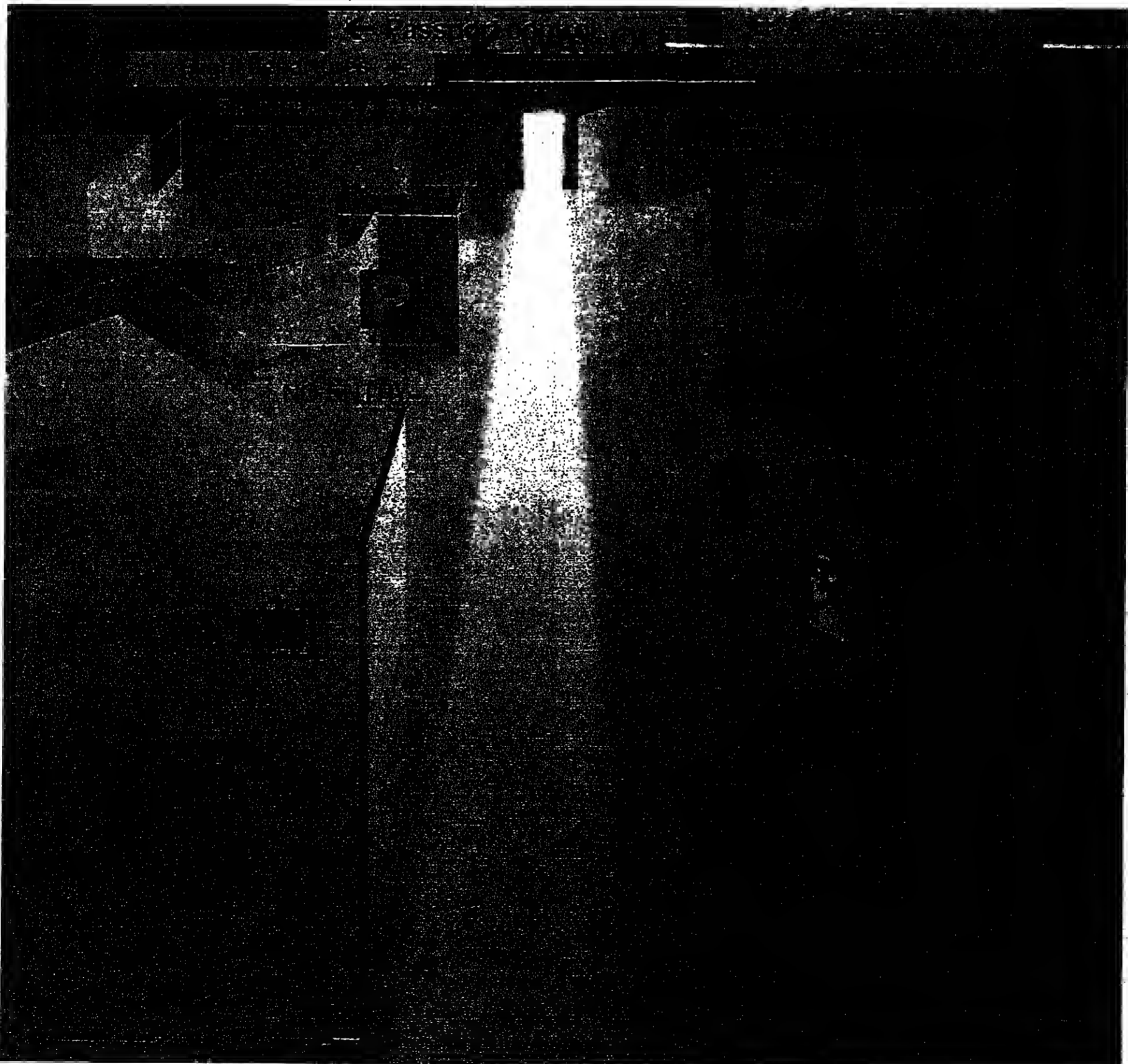
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LEGAL COLUMN

Mixed practice appears harder than theory

By Raymond Hughes

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solution to the question of control of the partnership. A working party was set up, chaired by Mr John Randall, the Law Society's Director of Professional Standards and Development...

control, if not solicitor control. Another problem concerns the legal professional privilege that exists between solicitors and their clients, which has no equivalent in other professions...

control, if not solicitor control. Another problem concerns the legal professional privilege that exists between solicitors and their clients, which has no equivalent in other professions...

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## MANAGEMENT

## Corporate reorganisation

## How NFC decided which road to follow

Philip Coggan on the UK-based group's product-led structure

**A**s NFC, formerly National Freight Consortium, prepared for today's stock market listing, its chief executive, Jack Mather, realised he had to reorganise. The transport and distribution group had grown so quickly since 1982 when it was privatised in an employee buy-out that its management structure needed changing.

"The company was two-and-a-half times bigger than at the time of the buy-out but the organisation really hadn't changed," he explains. "My span of control was getting too wide."

At the time, the company had nine main UK business units. Each of them held six important meetings a year. There were a further 16 functional meetings a year. Even before Mather attended board meetings, 70 of his working days were tied up in intra-group meetings.

The only operating part of the company not directly under Mather's control was NFC International, which covered the four main business units overseas (including the Allied Van Lines removal subsidiary in the US).

The question of how to handle these units in the reorganisation was given added force by NFC's intention of turning itself into a broadly-based international group, escaping from over-dependence on the UK economy.

The aim is to derive 25 per cent of profits from abroad by 1990, Mather claims that it achieved 23 per cent in 1987-88. Priority areas for expansion are the US, Australia and Europe.

The big structural question for NFC was whether to reorganise the company on geographical or product-led lines. Should there be worldwide product divisions, managed centrally? Or should each country be a replica of the parent, with a national boss running all the local operations?

The main argument in favour of this geographical type of structure was that the company needed to recognise the culture of the countries in

which it was based, with their different systems of tax, labour laws and so on.

However, NFC decided on a product-led structure instead. "We could have attempted to replicate the structure of NFC in other countries outside the UK," says Mather. "But we've found in the UK that product specialisation is the key to success." Only in the US, where a small holding company has been set up for legal and tax reasons, is there a partial exception to the product-based structure.

The new NFC organisation comprises four divisions - transport; distribution; home services; and travel and property. Each division has its own managers based at the group headquarters in Bedford responsible for finance, business development/marketing, personnel and information technology. Relationships between the divisions are handled through a chief executives' meeting every four weeks.

"The new structure has all sorts of implications in terms of looking hard at brand names," says Mather. "Which of them can be taken internationally? Do we need new brands? Pickfords is a powerful brand name in the UK but Allied Van Lines is just as powerful in the US." There is little sense, he argues, in trying to transfer those names from one country to another.

**TRANSPORT.** This mainly consists of BRS (formerly British Road Services) which operates businesses in contract hire, truck rental, engineering services, freight management and warehousing. Also included in this division is Lynx, the parcels delivery company - which has had problems in the past but is now on the way to making money. In the last financial year, to October 31 1988, transport turnover rose 11 per cent to £448m; operating profits were up 56 per cent to £32m.

**HOME SERVICES.** This division is built round the well-known removal services, Pickfords in the UK and Allied Van Lines in the US. But there are other important

activities of large UK corporations. It already operates distribution services for Texaco, Birds Eye Walls, and Unilever.

Using outside contractors saves the customer from tying up capital in distribution which could be used for mainstream activities.

NFC also argues that it can operate distribution activities more efficiently than its customers. "When we took over the Texaco fleet, we did with 400 drivers what they did with 650," says Mather.

Among NFC's strategic objectives is to increase this side of the business by taking over the fleet and distribution

management and just-in-time delivery systems, part of what Mather describes as the science of supply chain management or logistics - keeping the minimum amount of stock in the system. The division's turnover was £305m in the last financial year; operating profits were £22m.

**TRAVEL AND PROPERTY.** This division is built round the well-known removal services, Pickfords in the UK and Allied Van Lines in the US. But there are other important

businesses in the division. Pickfords Industrial offers removal services for the corporate sector, and has moved factories from Illinois to Dorchester. And Homespeed delivers furniture from retailers to the customer. Turnover in the last financial year was £414m, with operating profits of £20.4m.

**Travel and property.** This division has 320 retail outlets through the Pickfords Travel business. It also has a



Jack Mather: "We've found in the UK that product specialisation is the key to success"

activities of large UK corporations. It already operates distribution services for Texaco, Birds Eye Walls, and Unilever.

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Acquisitions are another corporate objective. James Watson, NFC's deputy chairman, heads a strategic acquisitions unit. In the light of the company's target for international diversification, overseas acquisitions are a particular priority. Purchases are expected to be in distribution in Europe and the US, and in the removals and travel sectors in North America.

The company is keen to keep its strong employee involvement, which has existed ever

since workers stumped up money to purchase shares when the company was bought out from the Government in 1982. A key factor is to have strong management at the lowest levels of the hierarchy; to build this, NFC recruits 65 graduates a year.

"We insist on profit centre management," says Mather. "Staff are brought up in a culture that profits count. Managers' pay is linked to profitability and the aim is to have profit sharing at the lowest level."

Of course, employees have a built-in incentive because of the shares they own as a result of the buy-out. Those shares are expected to have increased in value eighty-fold by the time the shares start trading.

Mather is well aware that NFC will be under close scrutiny now it has joined the stock market. It will need to ensure continued earnings per share and profits growth. But whatever its structure, the group is determined to hold on to what it sees as the vital ingredient in its success - the ethos of employee involvement. The workers, it says, are the first to spot flaws in the running of the company.

## Too much time on office politics?

Michael Skapinker thinks not

**M**any managers have stopped working, says Abraham Zalesnik, professor of leadership at the Harvard Business School.

These work-shy managers have not actually resigned from their companies, he says; they still come into the office put in long and punishing hours. But they spend their time on office politics and resolving disputes between employees, rather than on marketing and production.

"While no hard data exist, observation tells me that too many managers put interpersonal matters, power relations and pouring oil on troubled waters ahead of real work," Zalesnik writes in the latest Harvard Business Review.

He adds that "social relations and office politics get more attention than customers and clients. Managers are measured by how well they get people to go along with the company's expectations," not by the company's performance.

What Zalesnik calls "the subordination of real work to psychopolitics" has two causes. One, he says, is the growth of big, complex organisations, with the accompanying problem of getting large numbers of people to work together.

The second cause "is the great success the human relations school of management has had in uncovering the social aspects of organisations and teaching them to executives."

He says that these people came up with a new definition of the management role: developing and maintaining a system of cooperation.

The contemporary role of the manager, according to the human relations people, is "to enhance workplace harmony."

This is not unimportant, Zalesnik admits. The problem is that it has begun to take priority over the running of the business. Moreover, managers have been taught that it is wrong to exercise their power openly and that "managing by ambiguity and indirection is the wave of the future."

When the boss receives a report with which he does not agree, he resists the temptation to say: "Those are terrible ideas. Here's what we should be doing." Instead, he courteously inquires whether his subordinate has considered an alternative course of action. To which the subordinate replies that the alternative was considered but was found to be unsatisfactory.

But how accurate is Zalesnik's view that the real work of business is being undermined by a cadre of would-be psychotherapists?

One suspects that many employees on both sides of the Atlantic might take issue with his assertion that "few managers today behave as autocrats" and that managers, as a group, "are exceedingly polite, considerate of others, egalitarian in their behaviour and sincerely interested in making other people comfortable with the differences in power that exist in every organisation."

No doubt such managers do exist. On the other hand, there is still no shortage of managers who behave as autocrats, are exceedingly impolite, inconsiderate and ingratulating, and sincerely uninterested in making others feel comfortable.

Furthermore, there is no indication that managers of the latter type do any more real work than the psychopaths. Authoritarian organisations also measure managers by how well they get people to conform to expectations rather than by how well the company performs.

Managers in such companies know when a course of action is not in the interests of the business. They also know that to protest might cost them their jobs. Instead of smoothing ruffled feathers, they spend their time ingratiating themselves with the powers that be, and putting the word about that loyal managers might be less loyal than they seem.

To be fair, Zalesnik is not an advocate of the authoritarian organisation. He knows that the effective manager, like the good parent, is the one who can combine firm guidance with the caring touch. But the question of how to achieve that delicate and difficult balance is an ancient one - and people were asking it long before the human relations crowd arrived on the scene.

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## The four divisions

management and just-in-time delivery systems, part of what Mather describes as the science of supply chain management or logistics - keeping the minimum amount of stock in the system. The division's turnover was £305m in the last financial year; operating profits were £22m.

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It is not all over but the shouting. The Soviet occupation of Afghanistan may be drawing to a close but the war in Afghanistan, it seems, is not.

There are 10 more tense, frozen days to go before the February 15 deadline agreed with the United Nations for the complete withdrawal of Soviet troops. All the signs are that the exit will be completed early. After more than nine years of war with a revolving occupation force of about 115,000, there are now only a few thousand Soviet troops left in Afghanistan, most of them in the west and in the northern area close to the Soviet border, with perhaps only 1,000 or fewer in the capital, Kabul, mainly around the airport.

The Soviet Union invaded, at Christmas 1979, to prop up a wobbly Communist Government in a country which had been torn by tribal and ethnic rivalries for decades. They miscalculated the determination and fervour of Moslem peasants fired by *jihad* (holy war). The full might of the Soviet army and air force has not been able to crush the resistance which, backed by the West, has stood firm despite the loss of more than 1m lives. Countless others have been maimed and half the 15m population are now refugees.

Throughout the occupation, the Communist regime in Kabul, and its successive leaders, has been unable to exert any military or political leadership. The Soviet Union has despised of the enterprise and, in the face of mounting domestic hostility to a war which seemed increasingly pointless and unwinnable, Mikhail Gorbachev, the Soviet President, decided to hit the bullet of defeat and military humiliation by withdrawing.

However, having spent nine years winning this victory, the Mujahideen resistance groups have occupied the nine months since the Soviet withdrawal began in throwing away each opportunity for a negotiated settlement.

The Soviet occupation was resisted by all but a handful of Afghans — middle-class educated urban professionals, especially women anxious to be free of Islam. For the rest, the goal of removing Soviet troops united Shia and Sunni Moslems, the majority Pashtun ethnic group with minorities like the Tajiks, Uzbeks, Turkmen, Hazaraks, and the Populzais, and as many clans as there are valleys and hills in Afghanistan.

None of these groups cares much for the others and once the Soviet forces have gone they seem set to strike up their old rivalries which the Soviet

# Robin Pauley on the last days of Soviet presence in Afghanistan

# When the Red Army leaves, the war stays



the Soviet Union may well drop its plan to take President Najibullah out, opting instead to leave him to fight on, supplying his forces with whatever they need, for as long as possible, from the Soviet Union.

How long the Kabul regime could last under such circumstances is another matter. Kabul is the key. The resistance controls the main roads in from Pakistan and Jalalabad in the east, and from Kandahar in the west.

The Soviet Union is withdrawing by bringing men and equipment to Kabul and then heading north along the Salang Highway, through the Salang Tunnel, and north across the Oxus River to the Soviet Union. Others are going by air from Kabul Airport. The combination of snow, ice and guerrilla attacks has made the Salang convoy slow and perilous. The guerrillas are likely to capture the highway immediately after the Soviet exit which will enable Kabul to be besieged. If they also take the airport, no food, fuel or supplies will reach the city, the population of which has swollen from 1m to 2.5m during the war. Even now there are serious food and fuel shortages.

There are two signs that the Soviet leadership does not believe Najibullah will survive long after February 15. The first is that the road outside the Soviet Embassy has been cleared of trees and widened for what looks remarkably like an emergency air strip.

The second is that the northern Afghan town of Mazar-e-Sharif, close to the Afghan border, is being used as a second, increasingly fortified, capital. Families of government members and officials and of the intelligence forces have been moved there. So have a large number of Afghan soldiers. It is not clear that all withdrawing Soviet troops have crossed into the Soviet Union yet; many are thought to have broken their journey in Mazar-e-Sharif to help fortify it and to lay behind much of their arms and equipment. If Najibullah decamps and fights from there, supported from the Soviet Union, the spectre of partition would appear — and the north has most natural resources including all the natural gas and much of the productive agricultural land.

Within days now, all the Soviet personnel — except a few military advisers and diplomats — will be gone from Afghanistan. They will be relieved to be out and the rest of the world will be pleased to see them out. But for the Afghan people the prospect of death, destruction and tragedy looks little changed.

# LOMBARD

## That trade-off comes again

By Samuel Brittan

THE THOUGHTS which follow take off from a fascinating article on this page last Wednesday by Terry O'Shaughnessy of King's College, Cambridge, (Trying to arrive at a reasonable trade-off).

His thesis is that at any one period there is a choice or trade-off between the current balance of payments and the unemployment rate. In other words, the lower the number unemployed, the bigger the current payments deficit.

Unfortunately, he suggested, the position of the trade-off line has deteriorated over the years. Whereas a current account balance could be achieved in the 1960s at around half-a-million unemployed, in the 1970s it required over a million, and around three million in the 1980s.

My first reaction was that it all seemed very familiar, as I had known and lived with the same structure of reasoning for a very long time. For the O'Shaughnessy trade-off is almost exactly like the Phillips curve suggesting a short-term choice between unemployment and inflation. In both cases the choice turns out to be deceptive.

Pursuing the subject further, Friedman and other neo-classical economists argued that attempts to boost demand to maintain unemployment below a critical level led, not merely to inflation, but to accelerating inflation, and were therefore unsustainable. If the inflationary pressure is siphoned off into a payments deficit, that deficit would take off into the stratosphere for similar reasons.

Indeed, it was this "accelerationist" reasoning, rather than anything of a technical monetary nature, which convinced me that the post-war version of Keynesian demand management was deeply flawed and that the roots of unemployment would have to be tackled from the labour market or supply side.

Be that as it may, the neo-classical non-accelerating inflation unemployment rate (NAIRU) is almost identical with O'Shaughnessy's sustainable rate, except that it is defined in terms of inflation rather than the balance of pay-

ment. If one then remembers that that rate, as defined by both schools of thought, has drifted badly upwards since the 1960s, the analogy is almost complete.

A common-sense observer might at this point exclaim that the British economy has all along had the same underlying problem, sometimes expressed as accelerating inflation, sometimes as a deteriorating current deficit and sometimes as excessive unemployment. The trade-offs undoubtedly worsened up to at least the early 1980s and, whatever one's hopes of supply side improvements, the conclusive test is yet to come.

But the matter cannot be left there. If the balance of payments were the main obstacle to full employment, all we would need to remove it would be a monetary union containing both surplus and deficit countries. But to say this would be to overstep, and therefore discredit, the desirable goal of European monetary union. Indeed the Cambridge interpretation cannot explain the upward drift in unemployment in surplus countries like Germany, which ought on that theory to be bursting with overfull employment instead.

If the current deficit really is a problem why cannot we remove it by the textbook combination of expenditure reduction and real depreciation? If we can, Mr O'Shaughnessy's problem does not arise.

If we cannot, it is because at full employment there would be successful resistance to the real wage cuts implied, and the process could only succeed at two or three million unemployed, or whatever the NAIRU now is. Thus it is the resistance of labour market institutions to market clearing real wages which constitutes the obstacle to full employment.

I am sorry that there have been some thorns in my preferred olive branch. But the Cambridge blockage on the subject of pay and jobs and the obsession with the extremely superficial problems arising from frontiers and currencies is an obstacle to recognising the common ground that undoubtedly exists.

occupation so rudely, but temporarily, interrupted.

The struggle has failed to show up any clear-cut, unifying Afghan personality to be a modern equivalent of the great warrior Ahmed Shah Durrani who laid the foundations of modern Afghanistan more than 200 years ago. This explains why, with only a few days left, there is no sign of a political agreement about the future government of the country. All attempts at foreign mediation have failed and there is a power vacuum.

Mr Eduard Shevardnadze, the Soviet Foreign Minister, arrived in Pakistan's capital, Islamabad, on Saturday in a last-ditch attempt to find a political compromise. He is planning to meet the main resistance leaders there today. The Soviet Union has accepted military defeat but is anxious not to have its political face slipped as well.

Mr Shevardnadze's demands have not surprisingly been quite modest. He wants the ruling People's Democratic Party of Afghanistan (PDPA) included in the discussions about the political future of the country. The PDPA plan to hold a *shura* (assembly) to consider an interim government. It has been much postponed but is now planned for Friday. Mr Shevardnadze wants a respectable representation at it for the PDPA even if the party is not ultimately included in a new interim government; in return the Soviet Union would airlift most of President Najibullah's Cabinet out of the country.

So far, Mr Shevardnadze has been rebuffed. At the last count, the planned size of the

*shura* had reached 519 with no places for the PDPA and only 19 for "good Moslems" — a euphemism for non-PDPA members of the Kabul Government and low-ranking officials who have worked for the Kabul administration.

The most senior good Moslem is Asis Zahir, Minister for Local and Rural Government, and it is around him that a good deal of rumour-mongering is focused. Some form of coup or defection by the Afghan Army in Kabul now seems the only way to break the deadlock and avoid a civil war in which thousands more would become casualties.

If there were a "mock" coup, one argument runs, the Soviet Union could remove the Najibullah group and install a new Cabinet under the "good Moslem" Asis Zahir. It would then be difficult for the Mujahideen leaders to resist pressure from the Soviet Union, supported by Pakistan, Iran and Saudi Arabia, the Mujahideen's most important Moslem backers, to find a political compromise for a *shura* which would enable all sides to save some face.

But nothing in Afghanistan is ever as easy as theories or rumours. Apart from anything else, the Mujahideen cannot agree among themselves. The majority Sunnis are divided into seven main resistance groups with political leaders based in exile in Pakistan.

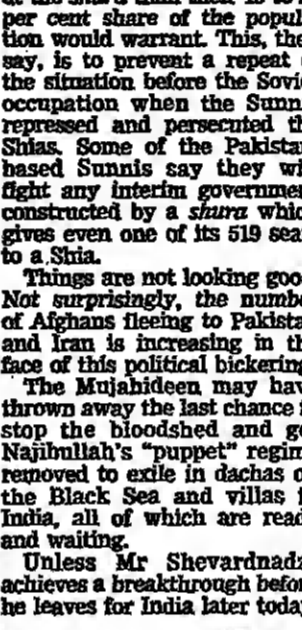
where there are 3.5m Afghan refugees. These seven groups dislike each other with a religious fervour, some want the exiled King Zahir. Shah brought back, some want a fundamentalist government in Kabul, others say they will fight against such a government. The seven leaders, some of whom had no authority before the Soviet invasion and may have none after it is over, are at odds with many of their own military commanders inside Afghanistan.

The minority Shias are divided into eight main groups and their leaders are based in Iran, where there are 2m Afghan refugees. They too cannot agree on anything except that they want a lot more seats at the *shura* than their 15 to 20 per cent share of the population would warrant. This, they say, is to prevent a repeat of the situation before the Soviet occupation when the Sunnis repressed and persecuted the Shias. Some of the Pakistan-based Sunnis say they will fight any interim government constructed by a *shura* which gives even one of its 519 seats to a Shia.

Things are not looking good. Not surprisingly, the number of Afghans fleeing to Pakistan and Iran is increasing in the face of this political hickering.

The Mujahideen may have thrown away the last chance to stop the bloodshed and get Najibullah's "puppet" regime removed to exile in dachas on the Black Sea and villas in India, all of which are ready and waiting.

Unless Mr Shevardnadze achieves a breakthrough before he leaves for India later today,



## LETTERS

### 'Free markets are fine among equals'

From Mr Peter Minton.

Sir, UK companies manufacturing technological products are likely to be a primary target of continental European and north American predators in the run up to 1992. For their European competitors, they provide an easy way to enter the domestic market — for others an easy way into the European marketplace after 1992.

Allen Sykes's article pointed out the bid-proof nature of the important European companies (January 4); this is certainly true of those in the technological area of business. So the rationalisation which the European electronic and electrical industries so badly need will almost certainly come from the purchase of UK companies by continental groups.

The joint ventures being signed at present are hardly the meeting of equals. Will they — as Christopher Lorenz suggested recently in your Business Column — end in tears for the UK partners?

The UK is the only devel-

oped country which has no governmental strategy to protect and enhance the technologies on which its future strength depends. Free markets are fine among equals, but there are no genuinely free markets in technology other than in the UK. So UK companies such as GEC, Racal, STC can be bid for, but have almost no opportunity to bid for their opposite numbers in, say, West Germany.

1992 could therefore see a large part of the manufacturing element of the electronic and electrical sectors gone.

As Jan Tegner says (Letters, January 27), this will create a dilemma for institutional investors. If 1992 is going to mean something, it should be that we look at pan-European sectors — for example, investing in CBE not as part of a French, but as a constituent of a European electrical portfolio.

Peter Minton,  
Sheppard's,  
1 London Bridge, SE1

From Mr Allen Sykes.

Sir, My article (January 4) did not, as Mr Ian Tegner suggests (Letters, January 27) comment on the average level of efficiency of UK companies compared with their continental counterparts. I merely said that the continental practice of high leverage and equity holdings by banks is a formidable restraint on managerial inefficiency.

I argued that the comparative inefficiency of any bidder should be justification for referral to the Monopolies and Mergers Commission if the bidder is bid-proof. If a bidder is and will remain efficient, what economic detriment does the UK or the European Community suffer from permitting such a bid to proceed? It is difficult to see how much further it is possible to go without making the criteria for permitting bids to become largely subjective — that is, based on non-economic criteria such as "fairness".

Mr Tegner's point that the bid-proof nature of so many of our EC competitors makes rationalisation for the single European market something of a one-way process, potentially to the UK's serious detriment, is an interesting generalisation with which I have some sympathy. The question to be asked is how many UK companies are or have been precluded from important rationalisation by their potential takeover targets in Europe being bid-proof. Some objective evidence is urgently needed on this critical point.

Supposing this to be a material issue, what solution can be proposed that is not worse than the problem it seeks to remedy? Careful thought is needed on this if a case is to be made for modifying government policy. But any change must pass the essential test of promoting the long-run efficient use of UK (or UK-owned) assets.

Allen Sykes,  
31 Charles II Street,  
St James's Square, SW1

### Relationship with the bank is a two-way street

From Mr Paul Spencer.

Sir, "Loyalties in banking" (Leader, January 18) very fairly represents the current debate on banking relationships, and was responded to by Mr John Groot (Letters, January 27).

Having read Mr Groot's views on relationship banking I came to the conclusion that what advantage he gave his "relationship bank" was minimal, and yet he expects complete loyalty in return.

No wonder banks believe, as your leader writer says, that

companies want it both ways. In my experience a bank still looks very carefully at its relationship with a customer: how far back it goes; quality of the involvement; seniority of the contacts and, of course, how extensive the relationship compared to other banks. But over the last few years most companies have become more transaction oriented, and this has forced banks to look not just at the relationship but also at the returns that relationship brings.

In an acquisition a bank has to compare this with the relationship it may have with an acquirer: company and the returns it could make for its shareholders (banks have these too) through financing the acquisition, plus the additional business it might get if the bid is successful.

Banks must wonder what people mean when they talk of loyalty in acquisitions. The bank's prime job is to provide finance. It is the shareholder's responsibility to determine the

merits or otherwise of the acquisition.

Companies performing well for their shareholders will rarely have problems with bank relationships. Companies not performing so well should not be surprised or offended when banks, observing all the correct procedures on confidentiality of information, do what they are there for, and provide finance.

Paul Spencer,  
Hanson,  
1 Grosvenor Place, SW1

### Who's for the slammer?

From Mr Henry Law.

Sir, With London's railways suffering from an acute shortage of capacity, why is British Rail planning to replace slam-door suburban stock by new trains with sliding doors?

It is generally acknowledged that these sliding door models will compound the problem: reducing passenger capacity and adding to congestion at stations.

Just before nationalisation of the railways, when trains of 1820s vintage were due for replacement, the Southern Railway contemplated the introduction of sliding door trains, but after careful consid-

eration opted for a more modern version of the traditional slam-door train.

It was recognised then that slam-door trains were unrivalled for getting passengers on and off quickly at busy stations; for providing as many passengers as possible with a seat; for providing something to hold on to for passengers who did not get a seat, and for providing convenient places to put their coats and bags.

Recent studies by British Rail have confirmed this. Passengers are accustomed to these trains, and a tradition of usage has grown up around them. Changing the design of

the trains is liable to cause passenger resentment, and could result in the rail system becoming clogged up.

Further advantages of slam-door stock are that, being mechanically more straightforward, it is less expensive than sliding-door stock to build and maintain, and more reliable in service.

The obvious disadvantage of slam-door stock is that passengers open doors on moving trains, sometimes causing accidents. But sliding-door trains are a technological sledgehammer when it comes to cracking this particular nut.

All that is required is some form of centralised locking, under the control of the train crew. It should not be difficult to devise an inexpensive and robust safety lock which would do the trick. It could then be fitted to existing carriages with slam doors, many of which are going to be around for another 15 or 20 years.

Could it be that British Rail's managers are opting for sliding-door stock through an excessive concern for image, and a desire to be seen to be using the latest technology?

Henry Law,  
19 Queen's Gardens,  
Brighton,  
East Sussex

# "Business with 20 Italian companies. 20 locations. 20 different ways of looking at problems. How many banks handle your business?"

— Actually, only one, *Lea*. And for me, it's *Credito Italiano*.

— *Credito Italiano*? Yes, humm...

I know they're big, lots of branches, Henry... but...

— Nearly 500 to be precise, and what's more important is exactly where they are. Geographically speaking, they're better distributed than any other single Italian bank.

— Really?... interesting... but what kind of services do they offer? Have they got what we need?

— That's the point, *Lea*. They're just what we're looking for to sort out our business in Italy.

— O.K., but give me the details.

— One example... *ECO Italy*... *Electronic Collections* on Italy. One account in whichever branch is best for us and all our business — wherever it comes from — is handled through that branch.

— Using telematics, I hope... we all know what the mail is like.

— Yes. Don't worry, it's fully computerized... and another good thing is we can get our up-to-date position in Italy, with full details, right here in the office, and any time we like. Not bad, eh?

— O.K. Henry, sounds good, but any chance we can try this service out?

— No problem, *Lea*. *Credito Italiano* will give us a free demonstration.

— Great. Why don't we give them a call, then?

— Er... well... in fact, I already have done. They're expecting us tomorrow.



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**INSIDE**

**Red flag keeps the Spanish bulls at bay**

Any bullishness over new Spanish borrowings abroad has been firmly reined back following the introduction of tough new credit controls last week. While these remain in place, Spanish names will raise next to nothing in foreign currencies. The measures require borrowers to deposit 30 per cent of new foreign currency loans interest-free at the central bank. **Page 18**

**Bond holders in revolt**

RJR Nabisco, the US cigarettes and foods company which triggered panic among investors in corporate bonds when it announced proposals for a leveraged buy-out, now faces demands for compensation from some of its bond holders for the losses they incurred when the scheme was unveiled. **Page 18**

**A question of corporate size**

A growing body of sceptics is starting to question the doctrine that bigger will automatically be better for corporate Europe after 1992. According to a report from the London Business School, the current rush of cross-border acquisitions could be positively harmful to competitiveness. But, argues Christopher Lorenz, there is no single truth about optimum scale in Europe. **Page 38**

**BIG IS BEST**

competitiveness. But, argues Christopher Lorenz, there is no single truth about optimum scale in Europe. **Page 38**

**If at first you don't succeed**

Over the years Explaura Holdings, now quoted on London's Unlisted Securities Market, has been very much a stock for the hardened speculator. As a shell, the company embarked on a number of hopeful enterprises which met with little success. It went into production in Sri Lanka to go gold exploring in Spain. Now it is about to go into production with a limestone quarry in Newfoundland. Philip Coogan explains the way in which the first part of its project - building the quarry - has been achieved and how there is plenty of marketing work to do before the scheme can be classed as a success. **Page 22**

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**Scramble for jewels of the deep**

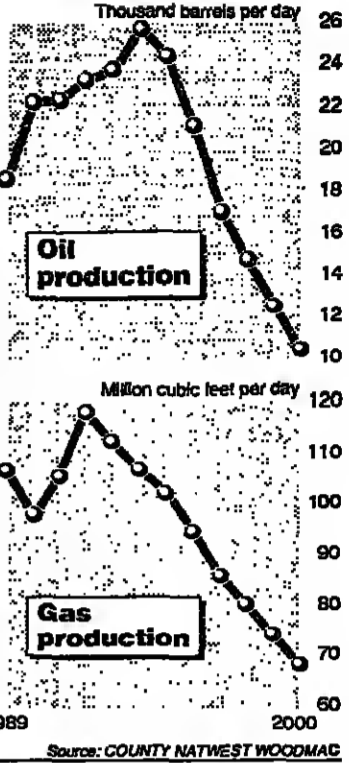
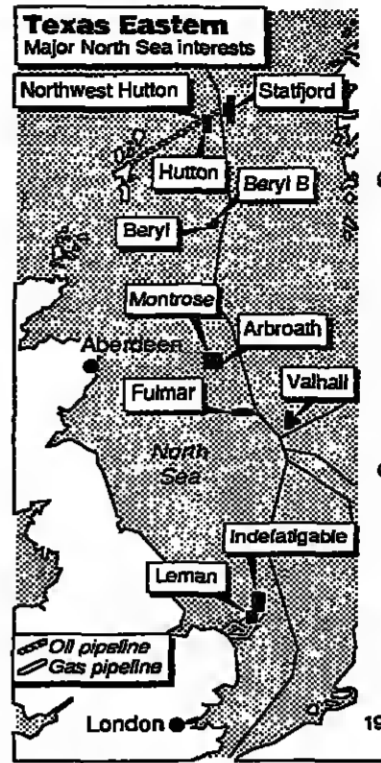
Steven Butler examines the sale of Texas Eastern's North Sea oil assets

Last year was by a factor of ten the busiest asset trading year in the history of the UK oil industry, with some 2.3bn barrels of oil equivalent in the ground changing hands. This year is unlikely to come close to that total, which was boosted by the BP takeover of British Petroleum, but 1988 is already taking shape as a second hyperactive year for making deals. With the oil industry showing a ravenous appetite for quality assets, and ready to pay a high price, oil acreage is finding its way to market. There is no doubt that the oil assets of Texas Eastern, the US pipeline company, which are being virtually dumped on the market as the result of a hostile takeover bid by Coastal, will find a welcome home quickly. The list of potential buyers runs to just about any oil company with a cheque book, although some companies, including British Gas, Enterprise Oil, Amoco, Amerada Hess, and Mobil Oil, may be particularly well placed to risk high bids because, as partners to Texas Eastern, they know the assets better.

A director from one of these companies, which has been trying for some time to get hold of the assets, was last week cooing about how beautiful they are, prime assets that are superbly balanced. The advantage of an insider was well illustrated last year when Repsol, the Spanish state oil company, was pre-empted by Enterprise after it agreed to purchase from Texas Eastern a 10 per cent interest in the Beryl field for \$276m (£158m). Repsol was originally thought to be overpaying. The figures for Texas Eastern's proven reserves, 510m barrels gross oil equivalent, 300m in the UK and about half in gas, come nowhere close to explaining the attractions. Texas Eastern has been active in the North Sea from the first licensing round over 20 years ago, and has assembled a spread of producing assets, prospective developments, and exploration acreage that most exploration managers can only dream about. The assets come with an extensive data bank on the North Sea that is difficult to assemble and valuable in its own right, and if a

novice North Sea explorer comes in with the highest bid, an experienced staff is thrown in to boot. The assets could easily have supported an independent company, although there is little time to arrange this now, with a March 15 deadline for the sale. The balance exploration companies seek, and that Texas Eastern has, consists of a rising production profile, providing a strong cash flow to finance an exploration programme capable of replacing reserves that are, by definition, always being depleted. This requires a string of development prospects that can come on stream at a speed that does not strain the capital resources of the company, and a spread of highly prospective exploration acreages. Texas Eastern has this by dint of the fact that it was in on round one of UK licensing. Some of its older acreage is considered prime now because of the bank of geological knowledge accumulated, and because, close to existing infrastructures, even small discoveries can be profitable. That balance is well illustrated by ranking statistics developed

by Country NatWest Woodmac, the broking house. Of all North Sea oil companies, Texas Eastern is 20th in terms of gross value of assets. On a measure of future potential, it ranks 22, close enough to indicate a good balance between current and future activities. The balance makes Texas Eastern attractive not only to its partners but also to relatively smaller players in the North Sea, such as Repsol or Lasso, both of which have cash and are buying assets. Other interested parties certainly include Elf Aquitaine and Petrofina. The Texas Eastern predicament, however, could prove to be the precursor to further asset moves by US oil companies active in the North Sea. Texas Eastern was thought to be vulnerable because its North Sea assets were undervalued by



US investors who saw Texas Eastern primarily as a gas transmission company. By the time the auction is finished, these assets may turn out to be more valuable than the pipeline side of the business.

To companies like Amerada Hess, Occidental Petroleum, or Ranger Oil, the message must be clear, that the North American stock markets could prove to be the cheapest way into the North Sea.

**Congress goes on a duck shoot**

It's "Read my beak" time in Washington. Mr Richard Darman's duck has already come home to roost. (Yes, I know that ducks don't roost, but the cliché is irresistible). Some readers may need a little explanation. Mr Darman, the Budget director, brought ducks into politics some two weeks ago, when an interviewer asked him to define the difference between a tax and a user fee, or whatever other evasion may be invented: if it looks like a duck and quacks like a duck, it's a duck, he said. This was a good homely metaphor, but bad politics for it invited the opposition to join in the bird-watching. This became painfully obvious last week when Mr Nicholas Brady, the Treasury Secretary, floated the idea of a charge on all insured deposits to pay for the rescue of the thrift industry. This is surely an insurance premium, and the rate he proposed, of about 0.5 per cent, was very close to the amount actually charged when Federal deposit insurance was first launched. The response was so hostile that this must be counted as the first serious setback of the Bush administration. Now the idea of providing deposit insurance does raise serious policy questions. Moral hazard is altogether too mild a phrase to describe the lunatic and often criminal antics of part of the savings and loan industry. Insurance enables such operators to continue to attract deposits, and the money brokers provide such deposits on a large scale. Insurance, therefore, can only

safely be offered if the industry is well capitalised and well supervised. The fact that Mr Bush is leaving, perhaps with a stipend, is traced for jokes about quack forecasts when the President outlines his own Budget next week. But the joke will grow very sour before Congress tires of it. It means that Budget-making will be the usual chaotic nightmare this year (the betting on Capitol Hill is on a final crisis Budget summit as late as October), which suggests that the next meeting of the Group of Seven will be a good deal less polite than the one which has

**The Democrats are out to hoist Mr Bush with his own election rhetoric, reports Anthony Harris in Washington**



just ended. The duck affair also fits into a broader picture: this supposedly expert Administration of Washington insiders is so far looking a little inept. Mr Darman is a highly intelligent policy-maker, Mr Brady is a patrician investment banker who is no doubt used to deference and good manners. Neither is a politician by trade, and it shows. Nor is Mr Louis Sullivan, the black Health Secretary designate, who wants to keep his connections with the medical school he is leaving, perhaps with a stipend. His problems seem to have come as a complete surprise to the very rich men who want to appoint him. Ex-Senator Tower, by contrast, is perhaps too much of a politician; he is known as one of the boys. *Hinc ille lacrimae.*

Mr Bush is likely to be more vulnerable to any serious trouble than Mr Reagan ever was, simply because he is so publicly engaged in everything that is going forward, and the economy looks likelier than any personnel problems to provide that trouble. Mr Greenspan is in fact showing increasing alarm both at the deficit and at the unchecked pace of economic expansion, which he regards as very near the safety limit. He remains optimistic about the trade deficit (which makes at least two of us), but the fiscal deficit does appear to be stuck again, despite last growth and Gramm-Rudman. The fact is that the Gramm-Rudman law does not work unless the deficit is based on a realistic economic forecast. The Budget must by law produce a forecast deficit within defined limits; but as is shown by the substantial overshoot in the current year, there is no provision for a course correction once any wishful thinking is shown up by events. Mr Greenspan is effectively warning the politicians that he will make sure that the interest rate forecasts in the final Reagan budget are hopelessly over-optimistic. Rates could come down, he has conceded, once a credible Budget is in place (though hardly as sharply as the Administration while confessing that he had not read what Mr Greenspan had to say to Congress. Meanwhile the Congressional

Budget Office has spelled it out: if growth falls to the trend rate regarded by Mr Greenspan as safe, then on present policies the deficit is stuck, indefinitely. The remedy does not lie in theory have to be something that quacks; the deficit could be cut by reducing tax breaks (but the President wants more), by cutting defence (but Mr Bush is more cautious here than second-term Reagan), or indeed by such financing changes as indexed borrowing (which Mr Michael Boskin favours, but Mr Darman opposes). In practice, the choice still seems to lie between wishful thinking, and something which even Mr Darman would recognise as a duck. The Republican Right is already trying to remind the President that on this issue, he is no moderate, but a man who shoots ducks when he sees them. The Congressional pay issue is being worked up almost hysterically to brand Congress as a collection of greedy hogs. Mr Greenspan is portrayed as front man for a central bankers' conspiracy to foreclose on the American dream, and indeed Mr Jack Kemp, designated as a Cabinet member, was congratulating Mr Bush as "President ready to stand up to the Fed," even as Mr Bush was praising Mr Greenspan. Mr Bush's economic boyhood does not look like lasting much longer than the balmy Indian summer which greeted his accession. As I write, snow is forecast.

**Economics Notebook**

**Imbalance worries are eclipsed**

LAST WEEK'S Group of Seven meeting in Washington witnessed an apparent downgrading of the global current account problem which was one of the original spurs to greater economic policy co-ordination. The G7 countries decided that they could continue aiming for exchange rate stability, shrugging off a virtual halt in the hoped-for decline of the current account imbalance between the US, Japan and West Germany. During their talks, the G7 finance ministers and central bank governors heard from the International Monetary Fund that the so-called adjustment process had slowed down. There seems little chance that the US current deficit will fall much from its present annual rate of around \$190bn while the Japanese and West German surpluses seem stuck around \$75bn and \$45bn respectively. In the past, such news would have spread discord and dismay among the assembled finance ministers and central bank governors from the US, Japan, West Germany, Britain, France, Italy and Canada. In 1987, the imbalances prompted the US to engage in a public row with West Germany and resort to a policy of dollar devaluation to extract more expansionary policies from Bonn and the Bundesbank. The imbalances have caused economic pundits to forecast market instability, a dollar collapse and warn of the dangers inherent in the US accumulating up to one trillion dollars worth of foreign debt by the early 1990s. Their warnings appeared all too valid when the US-West German row was overtaken by the October 1987 stock market crash. But last Friday, the news about the current account deficits caused little visible concern. The G7 clearly found it difficult to cry wolf when the world economy has been so obviously buoyant. Mr Michael Wilson, the Canadian Finance Minister, said the seven had agreed that the global economy was in "good shape" while Mr Satoshi Sumita, the Japanese central bank governor, said it showed even "brighter signs" than it did when the G7 last met in West Berlin in September. Although the West German finance ministry expresses some alarm that the current account adjustment process could be seriously impaired if the dollar rises much above DM1.90, there are hopes that the decline in the imbalance will resume. US Treasury officials said that US exports are strong and export order books even stronger. IMF officials believe that US exports could grow more strongly if the US economy slows as expected during the year. The imbalances also appear less threatening because their composition has changed. The West German surplus, for example, is now largely with Europe rather than the US. Other G7 countries may not want to rock the boat. A dollar decline at this stage would not help the US export more. With the US economy running at or near full capacity to meet strong domestic demand a dollar fall would only fuel inflation. The US's major trading partners may even have been satisfied that Mr Nicholas Brady, the US Treasury Secretary, will produce a credible Budget plan for fiscal 1989 this week. A Budget with a credible deficit reduction package is seen by the America's allies as the best way of achieving a gradual lowering of US domestic demand and hence a decline in the current account deficit. The US Treasury, meanwhile, insists that it is not ignoring the current account.

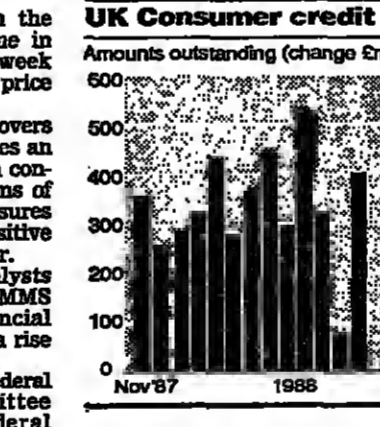
**Papering Over**

Those who always thought that G7 meetings were all about papering over cracks will relish the following insight from Mr Tatsuo Murayama, the Japanese finance minister when he met the press after his first G7 meeting on Friday. Describing how the G7 decided it could just about live with the present rate of the dollar, the recently appointed Mr Murayama said: "There were various opinions put forth. Some people would say the level is too high. Some people said the level is too low. There was a divergence of views. In conclusion those who first expressed the view that it was either too high or too low, after discussion, would conclude that, perhaps, it is after all within an acceptable range." Mr Murayama said the process applied when the ministers discussed inflation and interest rates. "And the result and the conclusion is that we can, in general terms, say that everything is within acceptable levels."

**THIS WEEK**

**INFLATION TRENDS** in the US could provide a theme in financial markets this week with January's producer price index released on Friday. The indicator, which covers factory-gate prices, provides an early warning of trends in consumer price inflation. Signs of growing inflationary pressures could unsettle recent positive sentiment about the dollar. The consensus of analysts forecasts compiled by MMS International, the financial research company, is for a rise of 0.4 per cent. Also in the US, the Federal Open Market Committee (FOMC), the US Federal Reserve's key policy-making committee, meets tomorrow. Analysts will be looking for evidence that the Fed will tighten policy or even raise discount rates. In West Germany, merchandise trade figures for December are due on Thursday and are likely to show another large surplus. Japanese merchandise trade figures for January are released on Friday and are likely to show another large surplus on the seasonally-adjusted measure. Both will highlight the scale of world trade imbalances and possibly influence Yen and D-Mark trading. Japanese wholesale prices may also be published this week, showing inflation trends. A steep increase could encourage speculation about a tightening in Japanese monetary policy. In West Germany, figures for industrial orders in December are due sometime this week. The Bundesbank will announce terms of the latest batch of securities repurchase agreements which analysts will watch for possible changes in interest rates. In the UK it is a thin week for economics statistics. The exception is today's figures for credit business and retail sales in December. These will give a guide to the strength, or otherwise, of

**UK Consumer credit**



the UK consumer sector. Provisional retail sales figures, published last month, showed a small drop in December. That was the second consecutive monthly fall and it triggered speculation that high interest rates had begun to bite. An downward revision could further boost hopes of a cut in base rates. The Bank of England publishes its quarterly bulletin on Thursday. Analysts will be looking for an insight into the monetary authorities thinking on whether its high interest rate strategy is working. Other events and statistics this week include: Today: US Purchasing managers survey for January. Preliminary productivity and costs in last three months of 1988. Tomorrow: US three-year Treasury note auction. Congressional hearings on US budget deficit and economy. Wednesday: UK Department of Employment publishes Employment Gazette. US 10-year Treasury note auction. Thursday: Mr John Major, Britain's Chief Secretary to the Treasury, opens the House of Commons debate on last week's public spending white paper. US 30-year Treasury bond auction. Australian unemployment in January. Friday: US wholesale trade inventories. FOMC minutes (December 14 meeting).

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INTERNATIONAL CAPITAL MARKETS

SPANISH FOREIGN BORROWING

Tough controls add to steep fall in loans

FORECASTS of new borrowing abroad by Spanish borrowers this year took a sharp drop last week. While the tough credit controls introduced in Madrid on Tuesday remain in place, Spanish companies will raise next to nothing abroad. Borrowers from Spain raised foreign currency bank loans amounting to at least \$3,250m last year, mostly in dollars and D-Marks, although some of this was accounted for by refinancings of more expensive earlier borrowings. Bond issues abroad, mainly in Swiss francs and D-Marks, totalled \$1.6bn. The new measures require borrowers to deposit 30 per cent of new foreign currency loans interest free at the central bank. This raises the cost of borrowing by 43 per cent, making dollar-denominated borrowings hardly competitive with pesetas, even when the exchange risk is ignored. While Swiss francs might still look relatively attractive - bond coupons of 5 to 6 per cent still give a cost of funds of 8 or 9 per cent to Spanish borrowers - would be issuers have to take account of exchange risk and the unfortunate effects on their gearing of having to borrow \$100 to raise \$70. (Where foreign currency has been raised through bank operations, the required deposit is 20 per cent.) This means foreign bankers - described by a specialist magazine last week as "tripping over each other in the stampe" - will have to be content with refinancing existing foreign borrowings, which will be exempted from the reserving requirement.

Two loans already in the market - a \$200m refinancing for the Madrid-based electrical utility Fenosa, being arranged by Chase Investment Bank, and an Ecu150m loan for the Madrid municipality, being raised by Manufacturers Hanover - should escape the new rules: the first because it was a refinancing, although it has not yet received official authorisation, and the second because it was previously authorised. Plans to raise the Madrid deal to Ecu200m have been scuppered, however. A borrowing bonanza was not expected this year since many companies have made good profits in the past two years and do not need other funds. Refinancing and new money requirements were together estimated to total less than \$2bn. Nevertheless, a number of Spanish companies could face a hard time raising funds - foreign loans have typically accounted for some 30 per cent of utility borrowings in recent years, particularly in view of the tightening of the domestic market.

As expected, the Bank of Spain continued to turn the screws on Friday, raising its interbank rate 1 percentage point to 13.4 per cent. Prime rates will rise to around 15 per cent but most businesses will be paying between 17 per cent and 18 per cent.

Under regulations now in force, commercial bank liquidity ratios have been raised 1.5 points to 18 per cent of deposits, 6.5 per cent of which bear no interest.

Renfe, the state railway operator, is thought to be planning to refinance some \$300m this year and to have had some new borrowing in mind. Telefonica, the telephone monopoly, just missed the crunch, striking last month a Ptas50bn deal with the European Investment Bank.

The Treasury expects the measures to bring foreign borrowing to its knees quickly. The immediate danger is that the rise in Spanish interest rates may begin to attract new and unwanted speculative investment from abroad.

Stephen Fidler and Peter Bruce

EUROMARKET TURNOVER (\$m)

Table with columns for Primary Market, Secondary Market, and US\$ turnover. Includes sub-totals for US\$ and ECU.

INTERNATIONAL BONDS

RJR resists put clause

RJR Nabisco is resisting efforts of one of its underwriters to enforce a bond holder protection clause in the indenture of two Swiss bonds the company launched years ago. The clause is similar to so-called poison puts intended to protect investors against leveraged buy-outs or takeovers which cause bond ratings to be cut sharply and values to plummet. Ironically it was Kohlberg Kravis Roberts' \$2.5bn leveraged buy-out of RJR Nabisco last year which triggered the latest demands from investors for protection from event risk. JP Morgan (Switzerland), underwriter of two Swiss bonds in 1985 and 1986, said that a clause in the indentures allows it effectively to call the bonds unless RJR Nabisco and the buy-out company, Kohl-

berg, Kravis and Roberts, come up with a better plan for bond holders. Morgan said that it believes the merger does not include adequate protection for bond holders as required in reorganisations by the bond indentures. Therefore, Morgan said it would issue a notice of its intent to declare the bonds callable at par 90 days after the merger is completed, unless RJR Nabisco and KKR come up with a better plan to protect the interests of bond holders. The bonds are a SFR275m bond due 2000 with a 5 1/2 per cent coupon launched in 1985 and a \$124m Swiss franc dual currency bond with a 6 per cent coupon launched in 1986 and maturing in 1994. KKR and RJR Nabisco are apparently unwilling to call

the bonds at par without a fight. NV has been forced to back-track after an effort to reduce the fees on a new Ecu Eurobond below what is standard in the industry. Early on Friday, the bank announced a Ecu150m five-year Eurobond for Belgium bearing a coupon of 8 1/2 per cent, priced at 101 1/4 and carrying management and underwriting fees of 1/2 per cent. But management and underwriting fees for Ecu bonds of that maturity are typically 5/8, and other Eurobond houses refused to join the syndicate. Several hours later, Kredietbank announced it was raising both the issuing price and the fees by 1/4 point. Norma Cohen

UK MORTGAGE SECURITIES

Bank publishes new rules

THIS uncertainty which have prevented British banks from converting their mortgage assets into securities were largely removed on Friday with the publication by the Bank of England of new rules. The Bank's consultative paper was published in December 1987, in the intervening period only the TSB has converted mortgages into securities with a £150m issue. The rules aim to ensure that once a loan has been removed from a bank's balance sheet - allowing the bank to liberate capital - there are no residual claims on the bank, unless it is subsequently proved to be negligent. They are less restrictive than proposed, but tougher than bankers desire. The rules emphasise the moral risks of

transferring mortgages off-balance sheet and impose administrative burdens on banks to control risks. There are three main concessions: A bank may make a one-time contribution to an issuing vehicle in the form of long-term subordinated loan to enhance its creditworthiness. It will also be allowed to enter into interest-rate swap agreements with the vehicle at market prices. A bank can retain an option to repurchase loans once the loan portfolio falls to less than 10 per cent of the maximum value. There is a hint that the Bank might entertain a joint venture by UK banks to service mortgage securities, which would undoubtedly reduce legal costs. Nonetheless, the Bank has

not given ground in one important area. A bank "may not provide temporary finance to a scheme to cover cash shortfalls arising from delayed payments or non-performance of loans which it administers." According to bankers, the new rules make it more difficult to securitise mortgages for a UK bank than a US bank (even in the UK), and appear allocated to mortgage loans. The strictness of the Bank's interpretation of its own rules will be important. Stephen Fidler

NEW INTERNATIONAL BOND ISSUES

Large table listing bond issues with columns for Borrowers, Amount m., Maturity, Av. life years, Coupon %, Price, Book runner, Offer yield %, and other details for various currencies like US Dollars, D-Marks, and Australian Dollars.

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INTERNATIONAL CAPITAL MARKETS

US MONEY AND CREDIT

Yield curve's unusual inversion

ON FRIDAY morning the US credit market almost stood on its head. For a moment, it seemed that it would become more rewarding for an investor to lend his money for three months than for half a lifetime. The bond-equivalent yield on three-month Treasury bills almost exceeded the yield on 30-year Treasury bonds.

est bond bull would scarcely deny that the US economy entered 1989 with momentum behind it. As Mr Mitchell held would take an extremely creative analyst to glean much evidence of a slower pace of economic growth out of the employment data.

it "saw through" the seasonal curiosities in the employment report more quickly than the market. But a rise in short-term rates this week would play merry hell with the Treasury refunding. And the notion of a Federal Reserve even more sanguine than the market is not a recommendation for the glimmer theory.

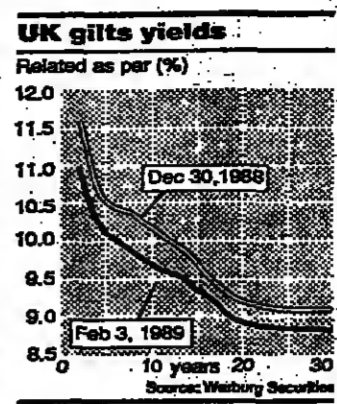
imports," he says. "Meanwhile, exports are allowing because higher interest rates are eroding US competitiveness." The lagging of production against consumption, with manufacturing jobs up only 46,000 in January, bears this out.

UK GILTS

Foreigners make way for Bank

ALL THINGS considered, the gilts market held up quite well last week. Some investors, probably foreign, took the opportunity to lighten their exposure to the market. This made way for the Bank of England to enter the market. By the end of the week, with primary dealers feeling a little squeezed, the market moved ahead.

If it does, the Bank will find plenty of sympathy in the City. The Institute of Fiscal Studies/Goldman Sachs Green Budget presentation last week sent a shiver down the spine of many in the market with what IFS/GS regarded as a wholly unremarkable prediction that the Chancellor might award tax cuts of up to 15bn, including a 1p cut in the basic rate of tax.



est rate differentials would seem limited. That said, the gilts market had a reasonably good January. Most of the movement recorded in the last two weeks of the month, Friday's close not being too much better than the last full trading week of January.

Simon Holberton

Resignation at Nomura

MR ROBIN KOSKINEN, head of US government bond operations at the New York office of Nomura Securities and the Japanese securities group's highest-ranked American, has resigned.

business. It is repositioning its New York operation after losses of some \$15m in the year to last September. Since October 1987, staff has been cut from over 600 to fewer than 500, including about 30 people who lost their jobs last month when Nomura cut its US domestic equities business.

US MONEY MARKET RATES (%)

Table with 5 columns: Instrument, Last Friday, 1 week ago, 4 wks ago, 12-month High, 12-month Low. Rows include Fed Funds (weekly average), Three-month Treasury bills, Six-month Treasury bills, etc.

US BOND PRICES AND YIELDS (%)

Table with 5 columns: Instrument, Last Fri, Change on week, Yield, 4 wks, 12-month. Rows include Five-year Treasury, 20-year Treasury, 30-year Treasury.

NRI TOKYO BOND INDEX

Table with 5 columns: Instrument, Average, Last, 12 wks ago, 26 wks ago. Rows include Overall, Government Bonds, Municipal Bonds, etc.

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Large table listing international bond services with columns for Country, Instrument, Price, Yield, etc. Includes sections for US, UK, Canada, Australia, etc.

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INTERNATIONAL CAPITAL MARKETS AND COMPANIES

**Thomson and Matra pull out of PC business**

By Paul Botte in Paris

THOMSON AND Matra, two of France's leading electronics groups, have decided to withdraw from the micro and personal computer business, barely five years after entering this highly competitive sector.

Both Thomson and Matra have been losing money in the micro-computer field and felt they had little hope of competing successfully in this market, despite restructurings and joint ventures with other international electronic groups.

Thomson confirmed yesterday that it would halt its personal computer business by the end of this year. Indeed, the company is understood to have already stopped production of its T016, M07 and M08 small computer range, but will continue to supply the market from its existing stocks.

However, the state-controlled defence and consumer electronics group confirmed that it would continue to provide service and maintenance to its small computer customers.

Thomson also said the decision to withdraw from this market reflected its current strategy of refocusing its consumer electronics operations on its core television and video businesses which have been dramatically expanded by its acquisition of General Electric's RCA consumer electronics operations in the US.

Thomson's entry into the personal computer market had initially been supported by large orders from the French Government for its schools and university computer programme. However, government orders dried up and Thomson failed in its sales targets because of intense competition.

For its part, the privatised Matra group has also decided to shut the micro-computer activities of its loss-making Matra Datasysteme subsidiary set up in 1984. Despite a co-operation agreement with Norek Data Matra, like Thomson, it failed to make a significant breakthrough in the professional micro-computer market.

Matra has reached an agreement with Thomson whereby its subsidiary, Thomsonfor, will provide maintenance for Matra Datasysteme customers.

**Two US airlines to unite reservation systems**

By James Buchan in New York

AMERICAN AIRLINES and Delta Air Lines, two big US air carriers, are combining their computerised reservation systems into an independent \$200 million operation in an attempt to capture a bigger share of overseas business.

The deal, announced yesterday, involves the creation of an independent partnership to hold the reservation systems that the airlines have developed and supplied to travel agents since the mid-1970s. Because the American system, Sabre, is far larger than Delta's Datas II system, Delta will also pay its partner \$50m in cash.

The two airlines say they intend to offer equity shares in the operation, to be based in Dallas/Fort Worth, to other airlines and travel companies at a price of \$20m per percentage

point of share. But the founding airlines will retain at least 25 per cent each.

For the two airlines, the deal has several advantages. It allows American to realise some of the value of Sabre, which it launched in 1976 and has built up into the largest US computerised reservation system. In contrast, Delta's system was started only in 1982 and has gained a relatively small market share.

But the deal is primarily a response to big changes in the multibillion dollar computer reservation business. These costly systems were originally designed as marketing vehicles for individual airlines.

Increasingly, they are recognised as free-standing businesses. As airlines have expanded operations in the US and

overseas, they have been obliged to share ownership of their reservation systems. Among the largest US airlines, United Airlines has combined with USAir and TWA and Northwest Airlines have formed a partnership, while European airlines are building two large joint systems.

American said yesterday that Sabre had run into difficulty in Europe because of suspicion that it is simply a proprietary vehicle for American. In addition, single-owner systems have been under fire from regulatory authorities. Mr Robert Crandall, chairman of American, said the deal "reflects a long-range corporate commitment to strengthen our international presence while at the same time deal with the nagging regulatory issues."

Increasingly, they are recognised as free-standing businesses. As airlines have expanded operations in the US and

**Canadian delay for American Express**

By David Owen in Toronto

THE CANADIAN Government appears to have extricated itself from a potentially messy confrontation with domestic banks by agreeing to delay by up to one year the granting of a Canadian banking licence to American Express.

In the interim, legislation clarifying the extent to which financial institutions can be owned by commercial entities and detailing the degree to which banks, trust companies and insurers will be permitted to encroach on each other's turf is to be formulated.

This legislation, which will constitute the final stage of Canada's financial services deregulation, is already close to a year behind schedule.

The banks have also been promised that they will soon be allowed to merchandise goods and services (including insurance) to their credit card holders. Such customers make up about 20 per cent of their overall client base.

The compromise removes the prospect of a public hearing into the American Express application which could have proved embarrassing to bankers and Government alike.

The banks, whose patience had already been strained by the failure of the US-Canada free trade agreement to open up full reciprocity in financial services, were incensed at the granting of American Express's licence on three counts: the American company's commercial status; the fact that it would effectively receive powers significantly beyond their own; and the concern that financial services reform was in effect being formulated on an ad hoc basis.

Currently, banks are prohibited from engaging in commercial activities like car leasing. Under the proposed compromise, American Express will be able to own a travel agency - a right that no other bank will get after the reforms.

The banks are expected to continue to press for the right to sell insurance through their branch networks on the grounds that this - as opposed to credit cards - constitutes their main distribution system.

**Banco Santander reports 50% pre-tax increase**

By Tom Burns in Madrid

BANCO SANTANDER, Spain's most international bank and owner of nearly 10 per cent of Royal Bank of Scotland, reported a 50 per cent pre-tax rise in its 1988 group profits,

making it one of the country's most profitable financial institutions. Consolidated results showed a 31.5 per cent increase in the financial margin, after finan-

cial products rose 8 per cent to Ptas48.4bn (\$3bn) and financial costs were lowered by 4.5 per cent to Ptas150.2 per cent. The group's cash flow rose by 32.7 per cent to Ptas124.7bn.



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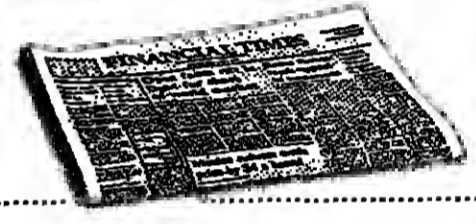
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**Continental Air's chief quits**

By Roderick Oram in New York

CONTINENTAL Airlines, one of the two struggling operating subsidiaries of Mr Frank Lorenzo's Texas Air holding company, has lost its fifth president in five years.

Mr Martin Shugrie has resigned less than a year after Mr Lorenzo gave him the task of turning round heavily loss-making Continental. Although Mr Shugrie, ousted as vice chairman of Pan-Am last year, made some progress, Mr Lorenzo was reportedly unhappy with the slow pace of recovery.

Wall Street believes a hefty fourth-quarter loss will push its full-year deficit above last year's \$250m.

Mr Shugrie's authority was undermined in December when Mr Lorenzo replaced himself as chairman of Continental with Mr Joseph Corr, a former president of Trans World Airlines. Mr Corr quickly established himself as a tough chief executive while Mr Lorenzo turned more attention to the deep problems of Eastern Airlines, Texas Air's other operating

arm. Eastern Airlines faces a strike in less than four weeks by its maintenance and baggage employees unless negotiations over wage cuts take a dramatic and highly unlikely turn for the better. Alternatively, the company will be free to impose a new contract and lock out any workers who refuse to accept it.

Separately, Scandinavian Airlines System has increased its stake in Texas Air to 9.9 per cent from 7.9 per cent.

**After-hours futures trading advances**

By Chris Sherwell in Sydney

THE Chicago Mercantile Exchange's Globex automated transaction system, being developed with Reuters for after-hours global futures trading, has advanced another step with the admission of the Sydney Futures Exchange as its first foreign partner.

The announcement came just hours after the Commodity Futures Trading Commission (CFTC), the US regulatory body, approved implementation of Globex. It followed the

decision by the New York Mercantile Exchange (Nymex) to join the system.

According to Mr Bill Brodsky, president and chief executive of the CME, Globex is a "giant step" towards a truly global exchange.

Although formally Globex is a transaction system which simply extends the CME's trading hours, when it starts operating next year it will reach Reuters' 100,000 screens across 170 cities and allow investors

and dealers in stocks, bonds and currencies to hedge their risks via computer. The announcement coincided with a sombre warning from Mr Henry Bosch, head of the National Companies and Securities Commission, Australia's securities watchdog, that the rapid growth in prospect on international futures markets was likely to be hobbled by an inability of governments and regulatory agencies to keep pace with the changes.

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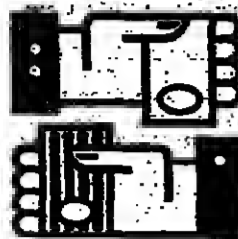
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# FINANCIAL TIMES SURVEY



While one junior market has grown to be a lusty youth, the other is not quite so healthy, observes

**Philip Coggan.** Buy-outs and BES creations ought to bring a steady trickle of hopeful entrants to the USM, but the Third Market seems to require a change in its rules.

## A place for the children

THE UNLISTED Securities Market reaches its ninth birthday this year. It survived a sickly first few years but, despite one or two nasty scrapes, it has grown to be a lusty youth. Last year, it picked itself up, dusted itself off and started all over again after the trauma of 1987's stock market crash.

The USM's sibling, the Third Market, is not quite such a healthy infant. In its first two years, it attracted just 57 companies, compared with the early optimistic forecasts that as many as 200 companies might join in the first year.

But although the Third Market has had a slow start, everyone now seems to accept that there is a proper place for junior stock markets on the London exchange. The institutions that are forbidden by their trustees to invest in junior market stocks are now few and far between.

The best indication of the health of the USM is that 28 companies joined the market last year, an increase of 16 on 1987. The rate of new company formation seems to have increased during the 1980s and the requirements of the USM - only a three-year trading record - makes the market a natural home for many young, small companies.

The occasional large company entrant - Mrs Fields in 1986, Stanhope in 1987, London Forfaiting last year - may raise the profile of the market but are unrepresentative of the norm. The USM's bread and butter is the small stock raised £2m or £3m that trickles on to the market every week.

Because of this, liquidity remains the problem for both markets. Although there is more market-making capacity than before Big Bang, withdrawal from USM market making by Chase Manhattan, the embarks at County NatWest and elsewhere in the City will obviously have an effect on junior market liquidity.

As many investors found to their cost in the aftermath of the 1987 crash, it can at times be impossible to deal in small company shares. The prices shown on screen become more than usually indicative, and any investor who wants to sell a sizable amount of shares finds that the bid price is far below the screen quote.

The new issue system that was brought in with Big Bang exacerbated the problem of illiquidity by encouraging market entrants to float via a placing rather than an offer-for-sale. Placings concentrate share issues in a relatively small number of institutional hands.



# The USM and the Third Market

This can be good news for the companies concerned - since institutions are more likely to stump up extra funds in rights issues - but it often causes frustration for small investors, who can only buy shares when dealings start. Since the most attractive stocks normally go to a premium, that creates a two-tier price system biased against the small shareholder.

Normally in the hands of a few founders, and the liquidity problem is increased. Last year, the average number of shares traded on the USM each month was 437m - compared with the equivalent figure of 801m in 1987. This decline was even more marked than the fall in turnover on the main market, which caused so many job losses across the City.

Mr Brian Winterlood, nicknamed "Mr USM" in his days at Jobber Bigwood Bishop and

now running Winterlood Securities, argues that a return to a physical market-place would help to improve liquidity. He also wants the placing rules to be amended so that market makers get a much larger percentage of any new issue.

Occasionally, however, illiquidity can be a good thing. When markets are falling quickly, investors tend to sell the more liquid alpha and beta stocks when they want to reduce their exposure to equities.

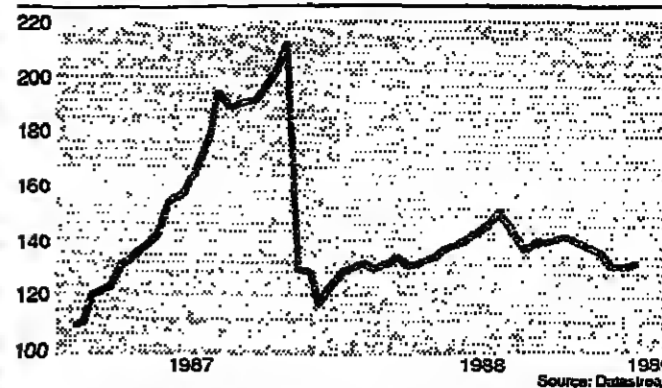
And most institutional investors buy small company stocks with their eyes open. They know the shares are illiquid - but they hope that the companies will eventually grow into larger, more liquid stocks.

However, it can hardly be said that the USM has proved a wonderful long-term investment. The Datastream USM Index, 100 when the market was founded in 1980, ended 1988 at just 126.2. The net gain

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### The USM: How the market has moved



In the index over the whole of last year was 1.7 per cent.

A lot has depended on the kind of USM stocks selected. Electronics and oils were two of the most significant sectors in the early days and their poor performance weighed heavily on the index. In recent years, many overseas stocks, such as Mrs Fields, Borland International and Tribble Harris Li, have been dismal investments. Foreign companies make up the third largest USM sector, ranking behind only property and the catch-all miscellaneous group.

Nowadays, the USM is home to a wide spread of companies with flourishing sub-sectors such as media groups, brewers and motor dealers. Excluding the miscellaneous category, only property constitutes more than 10 per cent of the market's capitalisation. However, there are a further six sectors which make up more than 5 per cent of the market each.

This diversity allows USM investors to concentrate on more solid virtues than the kind of speculative stocks that grabbed all the attention in 1987. Last year, the radio companies stole the show, taking many of the top 10 places in the table of leading share prices, thanks to advertisers' growing use of the medium.

Flotation on the USM also allows acquisitive companies to use one of the most attractive forms of takeover consideration - quoted paper. Owners of private companies, in particular, sometimes face capital gains tax problems if they are paid for their companies in cash. If the owner is paid with shares in a stock market company, such tax problems are avoided and payment with shares also allows the acquirer to "lock in" key executives at the target company.

that acquisitions by USM companies in the year 1987-8 (October-September) were worth £265m - a good total, considering that there are only 400 or so companies on the market. Even the Third Market has proved a useful money-raising forum for the few companies that have joined it. By the beginning of 1988, £87m had been raised by Third Market companies, either to finance acquisitions or through rights issues.

What of the future of the two junior markets? Apart from its early years, when its growth was slow, the USM has been operating in a growing economy and in generally buoyant equity markets.

A recession in the UK might dry up the flow of companies on to the market, and threaten the viability of some of the weaker companies on the tier. So far, the number of USM failures has been thankfully limited; a spate of problems might damage investor confidence in the market. However, the mid-1980s enthusiasm for management buy-outs and the creation of Business Expansion Scheme companies, ought to ensure a steady trickle of hopeful entrants.

The Third Market obviously seems to need some sort of alteration in its rules to encourage more small companies to join the tier. So far, sponsors have been reluctant to take on the responsibility of taking on small companies, when the risks involved far outweigh the likely fees.

Only if the rules are relaxed will the hoped-for flood of over-the-counter companies join the market. Although relaxation would increase the risk of corporate failure, it would ensure that OTC investors would not be trapped with unsalable shares in unquoted companies.

Hoare Govett figures show

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THE USM 2

NEW ISSUES

Plenty of incentive

THE FEARS expressed at the time of the crash proved to be unfounded. Companies joined the Unlisted Securities Market in 1988 in even greater numbers than they did in the previous year.

Figures produced by Peat Marwick McLintock show that 83 companies joined the second tier in 1988, compared with 73 in 1987. That performance was set against a decline in main market new issues from 129 to 104 last year.

Although share prices turned in a fairly lacklustre performance in 1988, there was no sign of the prolonged collapse in share prices which was forecast by some following Black Monday. Price-earnings ratios were still respectable by historical standards, so there was plenty of incentive to float whilst the UK economy was still buoyant.

The largest company to join the USM during the year was London Forfaling, the trade finance group, which raised a record £31m in its February offer-for-sale. At the time, this was a brave flotation by London Forfaling since it was not long after the crash, and companies linked to the financial sector were distinctly unpopular with investors.

However, London Forfaling had the advantage of an impressive pre-tax profit record - pre-tax profits were £9.2m in 1985 and the company came to the market on a forecast of £16.5m in 1987 - and it also had the backing of British & Commonwealth, the financial services group chaired by Mr John Gunn, which owned a 85 per cent stake before the flotation.

In the end the offer was marginally over-subscribed but a weak stock market meant that the shares ended first day dealings at a discount to the offer price.

London Forfaling was one of a number of companies to join the market in the first quarter, having previously postponed their flotation because of the stock market crash. But there were only two other full offers-for-sale all year - MMEC and Broadwell Land - and they had markedly different receptions.

MMEC's offer can only be described as a flop. The group - its full title is Merchant

brother of the more famous yacht-owner Peter.

However, Mr Paul de Savary had been a director of a company that went into liquidation and Mr Mark Keegan, the chairman of MMEC had been a director of two such companies. That worried some investors. In addition, the offer price valued the company at a considerable premium to its net assets.

For whatever reason, institutions backed away from the issue and nearly 65 per cent was left in the hands of the underwriters. A tentative takeover approach by Finlan, the properties and materials handling group, was subsequently rebuffed by the board and, at the end of the year, the shares were languishing at 68p, well below the 95p offer-for-sale price.

Broadwell, in contrast, floated in early July. This was at a time when investor confidence in the main market was low. UK trade deficit began to knock share prices - was reasonably buoyant. Its offer was 7.3 times subscribed and its shares rose on first day dealings to a healthy 20p premium on the 155p offer price.

The company, which was originally funded through the Business Expansion Scheme, is best known for a 750,000 square foot development at Plantation Wharf in London's Battersea.

Despite Broadwell's success, the vast majority of companies once again chose to join the USM through a placing. The placing route was chosen by 71 of last year's entrants, compared with the 8 offers and 14 introductions.

The change in rules which accompanied Big Bang - setting a new upper limit of 55m on placings - seems to have permanently shifted the pattern of the new issue market. The new ceiling seems more than enough to satisfy USM applicants' demands: Peat Marwick figures showed that last year's new issues raised an average of £3.4m - well below the placing limit, although above the £3m pre-Big Bang ceiling.

Placings are seen as good news for the companies since they are much cheaper and less risky than offers-for-sale. But they are not so popular with small investors who are effectively excluded. Mr Brian Winterflood, the market maker nicknamed "Mr USM", who now has his own firm Winter-

flood Securities, wants the placing rules changed to bring back the old system of co-distributors. That would spread new issue shares in wider hands.

In the long run, too narrow a placing of USM new issue shares may handicap the market. A lack of liquidity will discourage institutions from taking shares in placings and dry up the flow of new companies.

However, in the medium term, there are reasons to believe that the stream of new issues on to the USM is set to continue. Business Expansion Scheme rules give the first reason. Although the best-known time limit in the BES is the five year rule, under which shareholders only get tax relief if they keep their shares for that period, there is also an important three-year rule.

Companies must wait for three years before joining the USM or main market if they want to keep within the rules of the scheme. So those companies which were established in the 1985/6 tax year are now eligible to join the USM.

There may also be a steady supply of former management buyouts on to the USM. MBOs became widespread in the mid-1980s and the nature of such deals is that both the management and the venture capitalists want to float as quickly as possible so that their investments are in quoted shares rather than in the less liquid form of private company stock.

Although, in the medium term, the flow of companies on to the USM looks assured, Mr Geoffrey Douglas, the analyst at brokers Heare Govett, thinks the number of flotations in the first half of the year will be limited. This is because new issues take a few months to plan and the mood of the markets in late 1988 was fairly sombre.

The factor that is likely to have the greatest influence on new issue flow is the economy. Companies normally need to show a record of fast growth in the period leading up to their flotation - and a recession would limit the number of companies able to demonstrate such growth.

So hopeful company directors will this year be keeping one eye on Mr Nigel Lawson and the other on the FT All-Share, as they wait for their chance to join the market.

Philip Coggan

LEADERS AND LAGGARDS: the best and worst performers of 1988

Media provides the stars, US stocks trail

IT PAID to invest in the media in 1988. Of the top 10 performing USM shares of the year, seven were in some way connected with radio, television or video.

Even the ninth-ranked Miss World Group owes its place not to the well-known beauty competition but to Red Rose Radio, the vehicle of Lancastrian businessman Mr Owen Oyston, which merged with Miss World last year.

The radio sector was responsible for all of the top four stocks with Crown Communications, the overall best performer, owning London Broadcasting Company (LBC) and stakes in 16 other commercial radio stations. Darling Downs, the Australian media group, has a 22 per cent stake in Crown.

Crown also owns Independent Radio Sales, which places advertisements on radio, and during the year won, with Independent Radio News, a contract to provide the news service for the satellite TV operators, BS2. The only black spot was the blocking, by the Independent Broadcasting Authority, of Crown's attempt to buy Radio Mercury.

Ranked right behind Crown in the list of top 10 performers were Radio City (Merseyside), Piccadilly Radio (Manchester) and Radio Clyde (Glasgow). The reason for this re-rating in the sector is the growing conviction among advertisers that radio provides value for money. Television is extremely expensive and is faced with the problem of "zapping" - when viewers video programmes and then fast forward the tape through the commercials.

Radio's share of UK advertising revenues is around 2 per cent, and that indicates that there is plenty of potential for growth for the medium to catch up with the US (10 per cent) and Canada (13 per cent).

Among the other media-related

stocks in the leaders list were Colorvision, the television retailer, and Cityvision, the video retailing group.

Top-performing share lists are normally dominated by takeover candidates and shell companies. This year shells were harder to find. Associated Energy Services is that good old-fashioned hot stock - the "management situation". The company, which maintains boilers and distributes catering equipment, reported a decline into losses in the first half of its trading year - not an encouraging background for the share price.

But the key to the rise last year lies in the 29.9 per cent stake now owned by Cleves Investments, the financial services group. Investors hope that Cleves, which has taken management control, will steer the group into new areas.

Shares in Explura Holdings, the mining start-up company, recovered after suffering unduly during the crash. Even so, the shares, at 41p, are not much higher than the original 32p flotation price.

In general the leaders of 1988

Leaders and laggards of 1988	
TOP 10 (PERCENTAGE RISE)	
Crown Communications	409
Radio City 'A'	225
Piccadilly Radio	218
Radio Clyde	155
Associated Energy Services	150
Cityvision	140
Colorvision	120
Miss World Group	118
Polytechnic Electronics	115
Explura Holdings	115
BOTTOM 10 (PERCENTAGE DECLINE)	
Mrs Fields	78
Tribble Harris LI	75
Pevion International	74
Imtec	73
Memcom International	67
Orchid Technology	66
Lyander Petroleum	60
URS International	59
Accord Publishers	57
Coated Electrodes	57

Fields stands out, proving the wisdom of those investors who boycotted the new issue when it joined the USM. The cookie company neatly illustrates how two particular sectors had difficulties last year: US companies, which have so far failed to take off on the junior markets, and retailing, which provided some of the main mar-

cosmetics manufacturer, has for some time had a 'Wet'n'Wild' reputation to match the name of its cosmetics range. Controversy has centred on the hefty remuneration accorded to Mr Stanley Acker, the American whose business reversed into the former Sangers, a UK photographic company, in 1985.

Remuneration for shareholders has certainly not been generous - and the stock across the dubious privilege of being in the laggards list two years running. By the end of 1988 the share price dropped to 2.75p as the company revealed a pre-tax loss last year of £5.42m after exceptional items.

When Orchid Technology first came to the market, the placing had to be shelved because of investor resistance. Eventually, Phillips & Drew got the issue away and the company duly quadrupled its profits in its first year on the market. But in 1988 profits declined just as dramatically and the shares fell with them.

To round off the list of sorry tales from across the Atlantic, URS International, the archi-

tectural and engineering consultancy, had a dispute with its auditors which caused the shares to be suspended while the argument was sorted out. Eventually URS's profits of \$635,000 were revealed, well below the \$2m forecast on flotation. In the first half of 1988, some grounds for supposing the things were even worse - the company recorded a pre-tax loss of \$682,900 and was expected to record a full year loss.

It is hard to say exactly why so many US USM companies have done so badly. Some have been affected by the decline in the dollar, but not all. Some have been in high-risk sectors, but not all. Perhaps there is some grounds for supposing that high-quality US companies will list their shares in the US, not the UK, and thus those US companies which list here will be, on average, of lower quality.

Among the British stocks, shares in Memcom International, the electronic filing equipment manufacturer, must rank as one of the worst investments of the past four years. You could have bought them for 320p in early 1985; they were trading at 12p by the end of last year.

The company depended to a large extent on selling its products to the Middle East and thus suffered when the oil price slumped, thereby reducing Arab buying power. Boardroom changes and refinancing plans have failed to stem the losses; the company missed the seven month deadline for reporting its figures to April 30 1988.

Stranes Turnbull was recently appointed as brokers and the company was, in January, still in the process of organising a refinancing which would accompany publication of its results.

Philip Coggan

Seven of the top 10 were connected with radio, TV or video - and radio was responsible for all of the top four. See also page 4

showed less dramatic rises than those of 1987 - only the top three 1988 leaders would have squeezed into 1987's top 10 list. No share managed the kind of meteoric rise achieved by Acis Jewellery in 1987: at one point that year, Acis's share price had risen by 2,400 per cent. But at least most of 1988's leaders owed their place to trading, rather than speculative factors, indicating that the share price increase might be sustained, rather than ephemeral.

Among the laggards, Mrs

SPONSORS

Reshuffles destabilise the line-up

LEAGUE tables are invariably of limited use, but a list of the year which have destabilised, though not necessarily overturned, the 1988 line-up. Chase Manhattan Securities has closed down most of its equity side - although obviously this does not preclude Chase's corporate finance department from bringing companies to the market using someone else as the sponsoring broker.

Meanwhile, County NatWest WoodMac has recently announced a rationalisation of its market-making activities involving the dropping of those USM companies that it does not research and which have no other link with either parts of its organisation. Though this need not have an impact on its sponsoring activity, it does lead one to pencil in a question mark, especially given other well-documented turmoil at County NatWest recently.

Though this does not emerge clearly from looking at the list of 1988 leaders, it is certainly

There are other developments since the turn of the year which have destabilised, though not necessarily overturned, the 1988 line-up. Chase Manhattan Securities has closed down most of its equity side - although obviously this does not preclude Chase's corporate finance department from bringing companies to the market using someone else as the sponsoring broker.

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Though this does not emerge clearly from looking at the list of 1988 leaders, it is certainly

Debutantes are not gravitating towards the biggest houses

not cast in stone that the better-known London banks or brokers should always feature in the top 10.

Regional brokers Albert E. Sharp and Stock Beech, for instance, exceeded the involvement of the likes of Barclays de Zoete Wedd and Hambros Bank. Meanwhile, the somewhat obscure stockbrokers Greg Middleton and Jacobson Townsley were barely behind the main players, with two issues apiece.

So it is clear that debutante companies are by no means

gravitating towards the biggest houses, and there are factors which indicate that they are getting less, rather than more, likely to do so. Mr Chris Hawley, a corporate finance expert at Albert E. Sharp, the Birmingham broker, is certainly a firm believer that the tide is turning in his direction.

"First, many of the houses in London are reviewing their commitment to small companies. Second, we're cheaper because we have a regional cost-base; and, third, we can supply that unquantifiable extra, the personal touch," he says.

He adds that, aside from it being cheaper for them to use a local organisation, companies may also pick this option for reasons of regional pride. He believes this to be particularly true of some of the smaller companies that were spawned in the economic renaissance of the West Midlands during the mid 1980s.

Despite a de-emphasising of small companies in some parts of the City, statistics for new-issue volumes show pretty clearly that there was still plenty of sponsoring business around in 1988.

Figures compiled by accountants Peat Marwick McLintock show that, even in less-clement market conditions, 88 companies joined the USM in the course of the year. This total was 17 per cent higher than in 1987 - although there must have been some benefit from issues held over after the stock market crash. At the same

USM sponsors year by year	
1988	Issues
Capel-Cure Myers	11
J. Henry Schroder	3 1/2
Wagg	3 1/2
Brown Shipley	3
Hill Samuel	3
Lloyds Merchant Bank	3
Rowe & Pimms	3
Seavoy Min	3
Phillips & Drew	2 1/2
Eastshire Haas	2 1/2
1987	
Capel-Cure Myers	11
Barclays de Zoete Wedd	4
Albert E. Sharp	4
Laurence Prust & Foster	3
Braithwaite	3
County NatWest	2
Phillips & Drew	2
Gilbert Elliot	2
Kleinwort Grieseson	2
1986	
McCaughan Dyson	9
Capel Cure	4 1/2
Lloyds Merchant Bank	4 1/2
Laurence Prust County NatWest	4
WoodMac	4
Chase Manhattan Securities	3
Stock Beech	3
Cl-Alexanders Laing & Cruikshank	3
Albert E. Sharp	2 1/2

issues market to participants. Though nobody likes to admit it, the general opinion is that the time devoted to a USM sponsorship will not be justified by the fees. It is therefore a pressing consideration that the company sponsored is one that will expand and make acquisitions, and so provide follow-on fees.


Of course, the prospects for bids and deals on the USM in the current year are not so good. High interest rates are likely to result in the short-term arithmetic being less attractive, while using paper may be harder for some both from the acceptability viewpoint and in terms of dilution.

This outlook can only add to the more cautious and conservative approach already adopted by sponsors since the pre-crash days, when almost any new issue could be got away at a premium.

With a few notable exceptions, most new issues of last year were priced in what was seen as a sensible manner. And investors report a far greater attention on the part of sponsoring brokers to keeping the purchaser informed.

"Pre-crash, nobody quite got away with sending a carbon copy of the prospectus six months after the launch, but it sometimes got pretty near to that," remarks one fund manager. "These days, sponsors are much better at keeping one informed."

Claire Pearson



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THE USM 3

PROFILE: THE CONSTRUCTION SECTOR

Investors leave home

CONSTRUCTION companies had a topey-turvy year in 1988. Business was booming thanks to strong economic activity and the rise in property prices that spread from London and the South-East to the rest of the UK.

But stock markets tend to concentrate on the future, rather than past earnings and the rating accorded to the sector fell during the year, as investors increasingly anticipated a downturn in the property market.

USM construction companies effectively divide into two categories: the housebuilders and the rest. Of the two, it is the housebuilders that have tended to attract the most interest and produce the best results.

The housebuilders each tend to be concentrated in one particular locality. Banner Homes, for example, is based in High Wycombe and operates mainly in Buckinghamshire and south Oxfordshire. It reported trebled interim pre-tax profits for the first half of 1988, although its shares ended the year just 20p higher, at 55p, than on January 1. The shares were originally placed at 135p just before the crash.

Hey & Croft, which operates mainly in Essex, Suffolk and Cambridgeshire, recorded a 46 per cent rise in interim pre-tax profits - but it, too, found its favour with investors, and its shares ended the year 20 per cent lower than they began it. McLaughlin & Harvey has two quite separate areas of operation: as a building contractor, it is based in London and Northern Ireland; as a housebuilder, it is based in

Kent and Essex. Try Homes, another regional housebuilder, concentrating on Yorkshire and Scotland, moved from the USM to the main market last year.

All these companies reported excellent figures, but the reason why they fell out of favour with investors was fairly obvious - the nine rises in interest rates after the start of June threatened to knock the stuffing out of the housing market.

A major element in housebuilding company profits over the last few years has been the rise in land values between the time the site was first bought and the time the house was eventually sold. That source of profit would start to dry up in a static or falling property

market, although there would still be substantial surpluses to be realised on older parcels of land.

A second threat to housebuilders is that demand for new houses may fall in a depressed property market. Fewer houses built would, of course, mean a smaller turnover for the builders and, combined with the shrinking of margins caused by falling property prices, the net effect could be substantially lower profits.

Any companies that borrowed heavily to buy land at inflated prices could be really badly hit - and could face the threat of liquidation, as some did in the property slump of 1973/4.

But it could be argued that

investors have taken an over-pessimistic view of the housebuilding sector. Many companies have a substantial cushion in the form of land bought several years ago. Only a catastrophic plunge in property prices could threaten the profits on such sites.

Others believe that the current standstill in the property market is just a temporary hiatus caused by the shock of so many mortgage rate increases in such a short time. Land is still limited and there is still unsatisfied demand for housing; the best housebuilding companies should still be able to prosper.

Also on the USM are a loose group of contracting and construction companies such as Consolidated Tern Investments, Eve Group and Hatfield Estates.

CTI joined the USM in 1985 but slumped into losses only to be rescued by new management in 1987. The new management, backed by Guernsey-based investor Mr Michael Allen, has made a series of acquisitions of estate agents. However, the recent news of estate agent redundancies because of declining business did little to inspire investor enthusiasm for CTI, and the group's shares ended the year trading at around half their peak level.

Eve Group has shed the "construction" part of its

name, and now has property development and housebuilding businesses. The general perception of contracting companies is often that earnings are low quality - margins are squeezed because of fierce competition and that profits are lumpy because of the importance of large contracts. In fact, Eve has managed smooth growth in profits and earnings over the last five years.

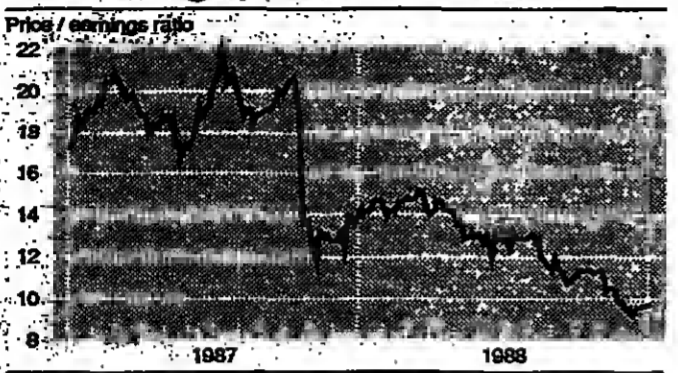
Construction companies may join the market in greater numbers over the next few years. There was a rash of secured contracting Business Expansion Scheme issues in 1985-7 and those companies will start to join the USM once they pass the three year limit set under BES rules.

Among the other companies loosely grouped in the USM construction sector are three shopfitters: Campbell & Armstrong, Flumb Holdings, and Sharp & Law (Chestergate), the interior design group formerly known as Shorlupian, also has some shopfitting interests). By their nature, shopfitters are tied to the fortunes of the retail, rather than the construction sector.

But including the shopfitters, construction is, according to Hoare Govett, the sixth-largest industry sector on the second tier. Together with the property sector, it constitutes 17 per cent of the USM's market capitalisation. So a collapse in property prices would have a severe effect on the USM.

Philip Coggan

Contracting & Construction sector



THE THIRD MARKET

Recruits prove scarce

A FLOP would be putting it too strongly, but certainly the consensus report on the Third Market's first two years of operation must be "could have done better".

The total number of companies that have joined the market so far is just 53 - dismal compared with initial expectations that over 100 would join within the first year.

The rationale behind the market was to provide a forum for those companies that were too small, or too new, to join either the Unlisted Securities Market or seek a full listing. To this end, rules were relaxed allowing companies with just one year's trading record, against three on the USM, to join, and there was no minimum set on the percentage of equity they could release.

The hope was that, by being so structured, the Third Market would attract the type of company that had once joined the ad hoc over-the-counter

(OTC) market, as well as those bred on the Government's Business Expansion Scheme. But so far, recruits from either of these sources have been few and far between.

Certainly, the demise of the OTC market - now that almost all of its practitioners have either failed to obtain, or have not applied for, authorisation under the Financial Services Act - has left a great number of orphaned companies. But out of this apparently promising pool of potential entrants, so far only 11 have moved to the Third Market.

This is likely to be less a reflection of the willingness of the companies to transfer than of the cautiousness of the sponsors about taking them on.

This is understandable, given that many OTC companies are likely always to have been highly risky enterprises, as well as often being constructed with complicated capital structures that are now difficult to unravel.

As for BES recruits, they so far number only six - though it is probably too early to assume their representation will not increase in due course. Since the Government's scheme was established in 1983, it is only now that companies are reaching the end of the five-year qualifying period which allows initial backers to sell their shares and retain their tax relief.

Before the end of this period, although BES companies can

have their shares traded on the Third Market and continue to qualify for the scheme, there is little incentive to do so since liquidity will be severely restricted by the fact that original shareholders cannot sell out without losing their tax relief.

But, whatever the potential, it is hard to escape the conclusion that new issue volume has been less than encouraging to date. The main problem appears to be that the Stock Exchange, when it designed the market, left so much responsibility for monitoring on the shoulders of the sponsors that they are either looking long and hard at a candidate before deciding to take

it on, or else deciding it just isn't worth it.

It is not surprising, therefore, to find that only five start-up companies - which clearly demand the most work from the sponsor - have so far stepped onto the market.

The work carried out by sponsors has also increased the costs of joining the Third Market, so that it works out not significantly cheaper than the USM in terms of absolute numbers and, in terms of percentage of capital raised, much higher. This is despite the fact that the Stock Exchange waived initial and annual fees and set advertising requirements at a much lower level.

As with the USM, a list of sponsors shows some 30 names have dipped their toes into the Third Market so far, but few are responsible for more than two or three issues. Moreover, although a number of

Continued on next page

LIQUIDITY

Market makers missed

IF THE health of a market is governed by the number and enthusiasm of its participants, the prognosis is not wholly encouraging for the Unlisted Securities Market.

The problem of limited marketability, which has long been a fact of life for USM investors, came to a head after the 1987 crash. For a few weeks the usual difficulties in buying and selling shares were exacerbated, and some investors found they could not unload their USM holdings.

Since then, the marketability problem has not gone away and may well have been heightened by recent events. Last year, the number of shares traded for USM customers rose to a maximum of 55m in August and declined to 43m in December. That contrasts with pre-crash turnover which reached a peak of 1.7bn in July 1987.

In December, Morgan Grenfell pulled out of market making and Citicorp Scrimgeour Vickers reduced its USM book. In January, Chase Manhattan stopped making markets in USM stocks and County NatWest shed a dozen of its USM market makers.

The partial withdrawal of County has a special significance for the USM. When County bought Bisgood Bishop, the jobbing firm, three years ago, it bought a business that was virtually anonymous with USM market making. And although that position was weakened by the departure of key individuals, County continued to make markets in every one of the 40 odd USM stocks.

Now it will make markets only in those companies in which there is a corporate commitment, client interest, research expertise or good liquidity. That will leave just Winterlood Securities, a specialist in USM companies, making markets in all USM stocks. What effect this will have on marketability - the ease with which shares can be bought or sold - is not yet entirely clear. On the face of it, there is still a fair amount of interest in USM market making.

Last September, before the recent withdrawals, 98 per cent of USM companies had more than two market makers and 71 per cent had four or more, compared with 78 per cent and 38 per cent the year before.

That appears to be a significant improvement on the days

before the Big Bang when just one jobbing firm made a commitment to trade all USM stocks and a great deal of USM business was done on a matched bargain basis, usually through the corporate broker.

The recent cut-backs should have eased the pressure on the remaining operators but - given the drop in volumes traded since the crash - the market is still extremely competitive.

What effect will this shake-out have on investors? It could mean a reduction in the amount of independent research as brokers cut back on stocks in which their investment house no longer makes markets.

Furthermore, fewer market makers will lead to a reduction in the capital committed to any

to the fact that only 18 per cent of the capital was originally offered for sale.

So which companies are worst afflicted by the marketability problem? One key consideration is the number of shares in issue. Usually, as the company grows in size and issues paper to fund its expansion, the marketability problem lessens of its own accord.

Furthermore, the number of market makers and the normal volume of trade are also key determinants of marketability. These factors are summed up in the Stock Exchange Automated Quotation System (Seaq) tags - alpha, beta, gamma and delta. These are imposed by the Stock Exchange and determine the firmness of the price that market makers are obliged to quote.

Until recently, gamma prices were indicative only. Now they are often shown "firm" but in such small parcels of shares that this change is not particularly significant. Market makers in delta securities are not required to display prices on Seaq.

The vast majority of shares on the USM are classified as gamma shares. There are just half a dozen delta shares and about 40 beta stocks at the larger end of the scale.

But although there is nothing new about limited marketability, investors worry that matters have got worse since the stock market crash. At that time, many market makers were caught with a surplus of small company shares on their books, which has since led them to adopt a cautious approach.

One smaller company fund manager says that he now relies on matched bargains. "A lot of market making in smaller companies is illusory," he says.

Complaints such as these have led to worries that the USM market is no longer sufficiently liquid to survive in its present form. Some participants such as Brian Winterlood favour a return to a physical market-place which could boost the profile of the USM.

But the outcome of this debate is likely to depend on the number of market makers who remain committed to the USM market. And, on that question, the jury is still out.

Vanessa Houlder

The partial withdrawal of County NatWest has a special significance

particular share. The total number of shares in any particular company that can be carried on traders' books could fall, which would have a marked effect on those shares' marketability.

The symptoms of limited marketability are all too familiar for investors in smaller companies. One such is a widening of spreads - the difference between buying and selling prices. The result for the investor is that he or she needs a substantial price rise in a thinly-traded share before there is a chance of taking a profit. Another consequence of a thin market is that price changes may be abnormally sharp.

There is, of course, nothing new about these traits. Wide spreads and volatile price movements are, to a large extent, a feature of the market in smaller companies in which only a limited proportion of equity is available to be traded. On average, Hoare Govett calculated that there is an average of just 77m of free capital per USM company.

Take Sock Shop, for example, which has seen its share price virtually halve to 148p in the three months to January 23. The abruptness of its fall is partially a result of the very thin market in its shares, due

Advertisement for Barclays de Zoete Wedd. Features a silhouette of a person walking against a brick wall. Text includes: 'We're still as committed to the USM as we ever were. So if you want to grow fast, talk to the people who can still make it happen.' Lists contact information for Corporate Finance Services, Market Making, and Research.

Advertisement for Stoy Hayward. Features large stylized letters 'USM'. Text includes: 'THE REWARDS OF TEAMWORK. TO SUCCEED IN ANY ENTERPRISE REQUIRES DEFT MANAGEMENT. TO SUCCEED IN PERSUADING POTENTIAL INVESTORS THAT YOUR BUSINESS IS WORTH BACKING CALLS FOR MORE.' Lists contact information for Stoy Hayward.



DIARY DATES

Trade Fairs and Exhibitions: UK

Current Fashion Fabric and Sewing Fair (0422 51215) (until February 7) Barbican

Overseas Exhibitions

February 10-13 International Spring Trade Fair of Household Goods, Crystal Palace, London

Business and management conferences

February 7-9 FT Conference: The FT European Mergers and Acquisitions conference - Prospects in the Single Market

PARLIAMENTARY

Today Commons: Water Bill, timetable motion. Motions on Adoption Allowance Schemes.

Lords: Debate on "The problems of Sunday trading and local restrictions". Question to Government on "Cuts in local services in Bradford".

Tomorrow Commons: Opposition debates on "Congestion and safety in transport" and "The Government's failure to support science and scientific research".

Wednesday Commons: Debate on the White Paper "Broadcasting in the 1990s: competition, choice and quality".

Thursday Commons: Debate on the Government's expenditure plans, 1989/90 to 1991/92.

Friday Commons: Private members' bills.

CONSTRUCTION CONTRACTS Private housebuilding suffers

By Andrew Taylor, Construction Correspondent

There has been a sharp fall in inquiries for new work for private housebuilders according to the latest workload survey by the Building Employers Confederation, published today.

£46m orders awarded to A. McAlpine

ALFRED McALPINE has been awarded 31 contracts whose combined value exceeds £46m. The contracts, which cover a wide range of work across the country in both the public and private sectors, are as follows:

Bryant Group Invest in Quality HOMES PROPERTIES CONSTRUCTION 021-711 1212

Building Computer centre

National Westminster Bank has awarded CONDER PROJECTS, the design and build arm of Conder Group, a £25m contract to build a data centre at Stone, Staffordshire.

Wharf project

EDMUND NUTTALL has been awarded a forty-eight week £14.8m contract by Highland Participants for the construction of a jetty at the new Isle of Grain container terminal.

Expanding sewage treatment works

The M J GLEESON GROUP has received contracts in England and Scotland together worth £77m.

APPOINTMENTS

LEEDS PERMANENT BUILDING SOCIETY has appointed Mr J. Malcolm Barr as president and Mr Robert Strachan vice president.

FINANCIAL

Table with columns for COMPANY MEETINGS, DIVIDEND AND INTEREST PAYMENTS, and BOARD MEETINGS. Lists various companies and their financial events.

FINANCIAL TIMES CONFERENCES

CAPITAL MARKETS WORKSHOPS 15-17 February, 3-5 April 1989. In 1988 the Financial Times and Price Waterhouse joined forces to arrange a highly popular series of capital market workshops.

WORLD ELECTRONICS - EUROPE'S ROLE IN AN INTERNATIONAL INDUSTRY London, 26 & 27 April 1989

TRANSPORT LINKS WITH THE CONTINENT - COLLABORATION TO MEET THE CHALLENGE OF FUTURE GROWTH London, 9 & 10 May 1989

Contributions to the high-level forum include Frans Andriessen, Member of the Commission of the European Communities, Sir Geoffrey Pattle, MP, Jacques Stern of Honeywell Bull, Dr H-G Gisset of AEG and Jean-Marie Cadiou, DG XIII, Commission of the European Communities.

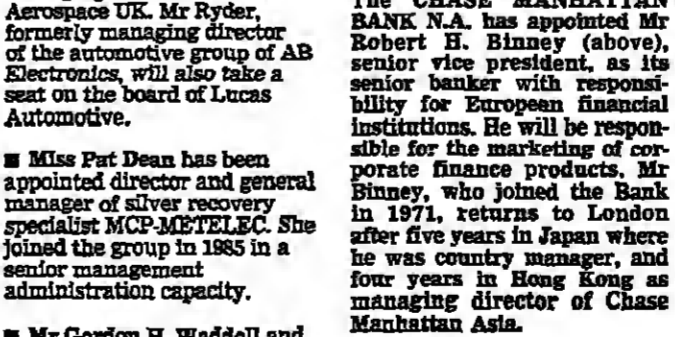
CLASSIFIED ADVERTISEMENT RATES

Table showing advertisement rates for different types of ads: Appointments (14.50), Commercial and Industrial Property (12.50), Residential Property (10.00), Business Opportunities (14.50), etc.

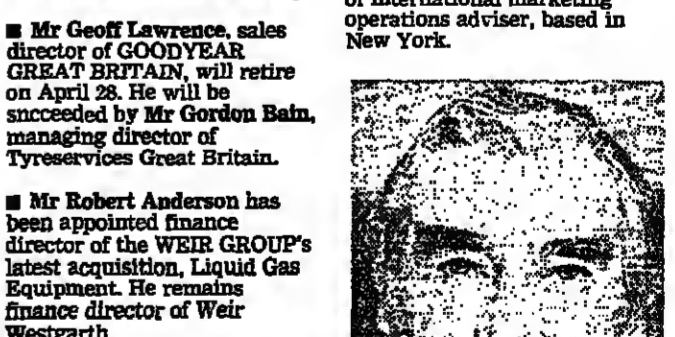
New president for Leeds Permanent

LEEDS PERMANENT BUILDING SOCIETY has appointed Mr J. Malcolm Barr as president and Mr Robert Strachan vice president.

At HEPTWORTH Mr T.D. Parr has been made a non-executive director. He is chairman and chief executive of William Baird.



Mr J. Malcolm Barr, new president of Leeds Permanent.



Mr Roy Haines (above), former deputy general manager of Sun Life Group.

Mr Gordon H. Waddell and Mr Michael E. Walton have been appointed directors of LONDON & STRATHCLYDE TRUST.

Mr Roy Haines (above), former deputy general manager of Sun Life Group, has been appointed managing director of Sun Life Broker Services.

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AUTHORISED UNIT TRUSTS

Main table listing various unit trusts with columns for Name, Type, and Price. Includes sub-sections like 'Bank of Ireland Unit Trusts' and 'Equitable Life Unit Trusts'.

GUIDE TO UNIT TRUST PRICING. Includes sections for 'UNIT TRUSTS', 'UNIT TRUST PRICING', and 'UNIT TRUST INVESTMENT'. Explains how to read the price information and provides examples of unit prices.

Handwritten signature or mark at the bottom center of the page.

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For Current Unit Trust Prices on any telephone ring direct 0836 4 + five digit code (listed below). Calls charged at 38p per minute peak and 25p off peak, inc VAT

Main table containing unit trust information, including columns for company name, unit price, and other financial details. The table is organized into multiple columns and rows, with various sub-sections and headings.

OTHER UK UNIT TRUSTS

Table listing other UK unit trusts, including company names and unit prices.

INSURANCES

Table listing insurance companies and their unit prices.

GENERAL LIFE

Table listing general life insurance products and their unit prices.

GENERAL INVESTMENT

Table listing general investment unit trusts and their unit prices.

GENERAL EQUITY

Table listing general equity unit trusts and their unit prices.

GENERAL BOND

Table listing general bond unit trusts and their unit prices.

GENERAL FOREIGN

Table listing general foreign unit trusts and their unit prices.

GENERAL SPECIALIST

Table listing general specialist unit trusts and their unit prices.

FT UNIT TRUST INFORMATION SERVICE

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Main table containing unit trust information with columns for Name, Price, Yield, and other financial metrics. Includes sub-sections for Jersey, Luxembourg, Bermuda, and Offshore Insurances.

JERSEY AUTHORISED

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BERMUDA AUTHORISED

OFFSHORE INSURANCES

MANAGEMENT SERVICES

OFFSHORE AND OVERSEAS

GUERNSEY AUTHORISED

Table of offshore and international unit trusts, including Jersey, Luxembourg, Bermuda, and Guernsey authorized funds.

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FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Table of FT Unit Trust Information Service, listing various unit trusts with columns for Name, Investment Objective, and other details.

Table of London Share Service, including sections for British Funds, Foreign Bonds & Rails, and American Funds, with columns for Name, Price, and other financial metrics.

LONDON SHARE SERVICE

For Latest Share Prices on any telephone ring direct-0636 43 + four digit code (listed below). Calls charged at 38p per minute peak and 25p off peak, inc VAT

AMERICANS - Contd

Table listing American stocks with columns for Stock, Price, Div, and other financial metrics.

BANKS, HP & LEASING

Table listing bank and leasing stocks with columns for Stock, Price, Div, and other financial metrics.

Hire Purchase, Leasing, etc.

Table listing hire purchase and leasing services with columns for Stock, Price, Div, and other financial metrics.

BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit stocks with columns for Stock, Price, Div, and other financial metrics.

BUILDING, TIMBER, ROADS

Table listing building, timber, and road stocks with columns for Stock, Price, Div, and other financial metrics.

BANKS, HP & LEASING

Table listing bank and leasing stocks with columns for Stock, Price, Div, and other financial metrics.

Hire Purchase, Leasing, etc.

Table listing hire purchase and leasing services with columns for Stock, Price, Div, and other financial metrics.

BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit stocks with columns for Stock, Price, Div, and other financial metrics.

ELECTRICALS

Table listing electrical stocks with columns for Stock, Price, Div, and other financial metrics.

BANKS, HP & LEASING

Table listing bank and leasing stocks with columns for Stock, Price, Div, and other financial metrics.

Hire Purchase, Leasing, etc.

Table listing hire purchase and leasing services with columns for Stock, Price, Div, and other financial metrics.

BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit stocks with columns for Stock, Price, Div, and other financial metrics.

ENGINEERING - Contd

Table listing engineering stocks with columns for Stock, Price, Div, and other financial metrics.

BANKS, HP & LEASING

Table listing bank and leasing stocks with columns for Stock, Price, Div, and other financial metrics.

Hire Purchase, Leasing, etc.

Table listing hire purchase and leasing services with columns for Stock, Price, Div, and other financial metrics.

BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit stocks with columns for Stock, Price, Div, and other financial metrics.

INDUSTRIALS (Misc.) - Contd

Table listing industrial stocks with columns for Stock, Price, Div, and other financial metrics.

BANKS, HP & LEASING

Table listing bank and leasing stocks with columns for Stock, Price, Div, and other financial metrics.

Hire Purchase, Leasing, etc.

Table listing hire purchase and leasing services with columns for Stock, Price, Div, and other financial metrics.

BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit stocks with columns for Stock, Price, Div, and other financial metrics.

INDUSTRIALS (Misc.) - Contd

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BANKS, HP & LEASING

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BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit stocks with columns for Stock, Price, Div, and other financial metrics.

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LONDON SHARE SERVICE

For Latest Share Prices on any telephone ring direct-0836 43 + four digit code (listed below). Calls charged at 38p per minute peak and 25p off peak, inc VAT

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LEISURE - Contd

Table of share prices for Leisure companies, including titles like Leisure Group, Leisure Leisure, etc.

PROPERTY - Contd

Table of share prices for Property companies, including titles like Property Group, Property Leisure, etc.

TEXTILES - Contd

Table of share prices for Textiles companies, including titles like Textiles Group, Textiles Leisure, etc.

TRUSTS, FINANCE, LAND - Contd

Table of share prices for Trusts, Finance, and Land companies, including titles like Finance Group, Finance Leisure, etc.

OIL AND GAS - Contd

Table of share prices for Oil and Gas companies, including titles like Oil Group, Oil Leisure, etc.

MINES - Contd

Table of share prices for Mines companies, including titles like Mines Group, Mines Leisure, etc.

MOTORS, AIRCRAFT TRADES

Table of share prices for Motors and Aircraft Trades companies.

Commercial Vehicles

Table of share prices for Commercial Vehicles companies.

Companys

Table of share prices for various companies.

Garages and Distributors

Table of share prices for Garages and Distributors companies.

NEWSPAPERS, PUBLISHERS

Table of share prices for Newspapers and Publishers companies.

PAPER PRINTING ADVERTISING

Table of share prices for Paper Printing and Advertising companies.

SHIPPING

Table of share prices for Shipping companies.

SHOES AND LEATHER

Table of share prices for Shoes and Leather companies.

SOUTH AFRICA

Table of share prices for South Africa companies.

TEXTILES

Table of share prices for Textiles companies.

TOBACCO

Table of share prices for Tobacco companies.

TRUSTS, FINANCE, LAND

Table of share prices for Trusts, Finance, and Land companies.

FINANCE, LAND, etc

Table of share prices for Finance, Land, etc companies.

Oil and Gas

Table of share prices for Oil and Gas companies.

Overseas Traders

Table of share prices for Overseas Traders companies.

Plantations

Table of share prices for Plantations companies.

Third Market

Table of share prices for Third Market companies.

Mines

Table of share prices for Mines companies.

Central African

Table of share prices for Central African companies.

Finance

Table of share prices for Finance companies.

Oil and Gas

Table of share prices for Oil and Gas companies.

Australians

Table of share prices for Australian companies.

IRISH

Table of share prices for Irish companies.

TRADITIONAL OPTIONS

Table of traditional options and 5-month call rates.

Overseas Traders

Table of share prices for Overseas Traders companies.

Plantations

Table of share prices for Plantations companies.

Third Market

Table of share prices for Third Market companies.

Mines

Table of share prices for Mines companies.

Central African

Table of share prices for Central African companies.

Finance

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Oil and Gas

Table of share prices for Oil and Gas companies.

Australians

Table of share prices for Australian companies.

IRISH

Table of share prices for Irish companies.

TRADITIONAL OPTIONS

Table of traditional options and 5-month call rates.

Regional and Irish Stocks

Table of regional and Irish stocks.

Traditional Options

Table of traditional options.

5-month call rates

Table of 5-month call rates.

Industrials

Table of industrial share prices.

Property

Table of property share prices.

Oils

Table of oil share prices.

Mines

Table of mine share prices.

Consolidated

Table of consolidated share prices.

Notes

Notes section containing various financial notices and company announcements.

CURRENCIES, MONEY AND CAPITAL MARKETS

CURRENCIES AND MONEY REVIEW

Optimism rises as M0 looks set to fall

The weekly return from the Bank of England recording the number of notes in circulation has assumed a new importance, as financial markets in London look for early signs about the direction of interest rates. Last Thursday's publication of the Bank of England return was the first for the banking month of February. It was eagerly grasped by analysts to help them see into the crystal ball and forecast the rate of monetary growth.

stuck at 7.7 per cent since October. CL-Alexanders Laing & Cruickshank expects January's figure to have fallen to 7.5 per cent, while NatWest Capital Markets and Greenwell Montagu forecast 7.3 per cent. Within a minute or so of the bank return being published, at 3 pm on Thursday, dealers at Greenwell Montagu had a note on their desks saying "Note circulation down sharply. If maintained suggests M0 growth rate for the month (February) around 6.25 per cent, although only first week out of four so (it is) highly uncertain."

Optimism will be reflected in lower base rates? Not until after the Budget on March 14 is the obvious answer, but how near any cut in rates will be to Budget day continues to be a major subject of conjecture. The market will look to the Bank of England for any hints, but the authorities will be careful not to send a premature signal. Discount house Gerrard & National points out that three-month bills are trading in the market below the Bank of England's intervention rate of 12% (12.825 per cent for band 4 paper. At Friday's Treasury bill tender the average rate of discount was 12.313 per cent. As pressure increases for a cut in rates Gerrard & National suggests the authorities may refuse to offer repurchase facilities to the market. Any offering of repurchase agreements on bills is likely to be taken as an indication that a cut in bank base rates is about to be endorsed.

If the Bank of England does decide against offering such facilities it could result in a severe squeeze on day-to-day liquidity and a rise in rates at the very short end of the money market. Any short term rise in rates will be only temporary, but could provide a guide to the undercurrents between the authorities and the market. It may indicate a refusal by the authorities to buy bills on a repurchase basis, and the refusal of the discount houses to sell the bills outright. Discount houses try to avoid selling bills outright at a time when rates are expected to fall. They prefer to sell bills to offset the day-to-day shortage, and buy the paper back from the central bank at a later date. The real cause of the high yield on existing paper, set against the falling cost of borrowing money.

Colin Millham

Table with columns: Feb.3, Date, Previous, Current. Includes Sterling Index and Euro-Currency Interest Rates.

Table with columns: Feb.3, Rate, % Change, Special Rights, European Currency Unit. Includes CURRENCY RATES.

Table with columns: Feb.3, Bank of England, Mergers, Changes. Includes CURRENCY MOVEMENTS.

Table with columns: Feb.3, \$, S. Includes OTHER CURRENCIES.

Table with columns: Feb.3, Start term, 7 Days notice, One Month, Three Months, Six Months, One Year. Includes EURO-CURRENCY INTEREST RATES.

Table with columns: Feb.3, Days, Class, One month, % p.a., Three months, % p.a. Includes POUND SPOT - FORWARD AGAINST THE POUND.

Table with columns: Feb.3, Days, Class, One month, % p.a., Three months, % p.a. Includes DOLLAR SPOT - FORWARD AGAINST THE DOLLAR.

Table with columns: Feb.3, Days, Class, One month, % p.a., Three months, % p.a. Includes MONEY RATES.

Table with columns: Feb.3, £, \$, DM, Yen, F Fr, S Fr, H Fl, Lhs, C \$, B Fr. Includes EXCHANGE CROSS RATES.

Table with columns: Feb.3, Overnight, One Month, Two Months, Three Months, Six Months, One Year. Includes LONDON MONEY RATES.

Table with columns: Feb.3, Overnight, One Month, Two Months, Three Months, Six Months, One Year. Includes FT LONDON INTERBANK FIXING.

Table with columns: Feb.3, Jan.27, Jan.27. Includes BANK OF ENGLAND TREASURY BILL TENDER.

Money Markets: Discounting too much good news. THREE-MONTH sterling interbank dipped below the 13 per cent level of UK bank base rates last week, but not everyone believes a cut in base rates is only as far away as next month's Budget. Even those that think an early cut is on the cards have reservations about whether it is a good idea. Mr Roger Bootle, chief UK economist at Greenwell Montagu Gilt-Edged, admits to having a reputation as a bear, but feels the markets are discounting too much good news. He believes 13 per cent base rates could be with us for some time yet, and does not completely rule out a rise to 14 per cent. Mr Stephen Lewis was until recently a director and head of economic research at UBS Phillips and Drew. He now offers economic advice independently under the name of Fifth Horseman Publications. Mr Lewis fears that Mr Nigel Lawson, the Chancellor of the

Exchequer, will be tempted to go for an early reduction in base rates. He tells his readers to watch out for a "premature cut in UK interest rates to set the stage for a spring sterling crisis." He adds that Mr Lawson would do well to resist the temptation, because sterling needs an interest rate differential to clear bank base lending rates from November 25. He adds that the differential is likely to be reduced as West Germany increases interest rates to curb inflation. Rumours about higher rates from the Bundesbank's council meeting last Thursday proved unfounded, but nervousness about a rise in German rates is unlikely to fade while the D-Mark remains weak.

Table with columns: Feb.3, Jan.27, Jan.27. Includes WEEKLY CHANGE IN WORLD INTEREST RATES.

Table with columns: Feb.3, Jan.27, Jan.27. Includes COMPANY NOTICE and CLUBS.

HEALTH CARE: The Financial Times proposes to publish this survey on: Tuesday 11th April 1989. For a full editorial synopsis and advertisement details, please contact: Denis Cody on 01-248 8000 ext 3301 or write to him at: Bracken House 10 Cannon Street London EC4P 4BY. FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER.

COMPANY NOTICE: CYVISA S.A. FLOTTING RATE NOTES DUE 1988-1991. NOTICE IS HEREBY GIVEN that the interest period commencing 29th February 1989, the Notes will bear interest at the rate of 11% per annum. The interest payable on 8th May 1989 against coupon No. 18 will be US\$191.21 per US\$8.875 Nominal. Agent Bank: ORION BANK LIMITED.

CLUBS: EVE has outlined the others because of a policy on fair play and value for money. Supper from 10-3.30 am. Disco and top musicians, glamorous hostesses, exciting floorshows. 189, Regent St.

FT LONDON INTERBANK FIXING: (11.00 a.m. Feb.3) 3 months US dollars, 6 months US Dollars. BANK OF ENGLAND TREASURY BILL TENDER: Bills on offer, £100m, £100m. WEEKLY CHANGE IN WORLD INTEREST RATES: LONDON, New York, Tokyo, Brussels, Amsterdam.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Table with columns: NATIONAL AND REGIONAL MARKETS, FRIDAY FEBRUARY 3 1989, THURSDAY FEBRUARY 2 1989, DOLLAR INDEX. Includes Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Hong Kong, Ireland, Italy, Japan, Korea, Malaysia, Mexico, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, United Kingdom, USA, Europe, Nordic, Euro-Pacific, North America, Europe Ex UK, Pacific Ex Japan, World Ex US, World Ex UK, World Ex Japan, World Ex India, World Ex Canada, World Ex Australasia.

Base value: Dec 31, 1986 = 100; Dec 31, 1987 = 115.037 (US \$ Index), 90.791 (Pound Sterling) and 94.94 (Local); Nordic: Dec 30, 1988 = 139.62 (US \$ Index), 114.42 (Pound Sterling) and 125.13 (Local). Copyright: The Financial Times Limited, Goldman, Sachs & Co., and County NatWest Securities Limited, 1987. CONSTITUENT CHANGES: Deletions: Jan. 30: India (Canada) and Irish Distillers (Ireland). Feb. 1: Lorimar Telepictures (USA).

EUROPEAN OPTIONS EXCHANGE

Table with columns: Series, Feb. 89, Mar. 89, Apr. 89, May 89, Jun. 89, Jul. 89, Aug. 89, Sep. 89, Oct. 89, Nov. 89, Dec. 89. Includes EURO INDEX C, EURO INDEX S, EURO INDEX P, EURO INDEX F, EURO INDEX G, EURO INDEX H, EURO INDEX I, EURO INDEX J, EURO INDEX K, EURO INDEX L, EURO INDEX M, EURO INDEX N, EURO INDEX O, EURO INDEX P, EURO INDEX Q, EURO INDEX R, EURO INDEX S, EURO INDEX T, EURO INDEX U, EURO INDEX V, EURO INDEX W, EURO INDEX X, EURO INDEX Y, EURO INDEX Z.

BASE LENDING RATES

Table with columns: Bank Name, Rate, Bank Name, Rate, Bank Name, Rate. Includes ASB Bank, City Merchants Bank, NatWest, etc.

LONDON RECENT ISSUES

Table with columns: Issue Name, Amount, Date, Price, Yield. Includes EQUITIES, FIXED INTEREST STOCKS, RIGHTS OFFERS.

CROSSWORD

Crossword puzzle grid with clues: 1 Sailor's hold (6), 2 Journey over great distance and yearn for meeting place, we hear (4,4), 3 Go back to the French for an amorous look (6), 4 Cause to fester in the right joint (6), 5 Such social behaviour enables right man to mix well (5,7), 6 Stole top off the corn? (4), 7 Part of slab a customer used as counter (6), 8 Submits returns (6), 9 Present getting a grilling could be (2,3,3,4), 10 Get stuck in the countryside (5), 11 Pottery left for repair after bit of damage (6), 12 Carefree girl presented for interview (6), 13 New Year to rate crooked lawyer? (8), 14 Fixed electricity charge (6), 15 Frenzied of drink for an opus? (6), 16 One bears a man will get this post (4), 17 Explain his part of a legend? (4), 18 A standard is 'optimal' in landing place (6).

TEESSIDE

The Financial Times proposes to publish this survey on: 21st March 1989. For a full editorial synopsis and advertisement details, please contact: High G Westmacott on 0532 454969 Fax: 0532 423516 or write to him at: Permanent House The Headrow Leeds LS1 8DF. FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER.

WORLD STOCK MARKETS

AUSTRIA

Table of stock prices for Austria, including companies like Alpine, Austria, and others.

FRANCE (continued)

Table of stock prices for France, including companies like Air France, Bouygues, and others.

GERMANY (continued)

Table of stock prices for Germany, including companies like Daimler-Benz, Deutsche Bank, and others.

ITALY (continued)

Table of stock prices for Italy, including companies like Agnelli, Eni, and others.

NETHERLANDS

Table of stock prices for the Netherlands, including companies like Akzo, Heijmans, and others.

SPAIN

Table of stock prices for Spain, including companies like Banco de España, Iberia, and others.

SWITZERLAND

Table of stock prices for Switzerland, including companies like Nestlé, Swissair, and others.

FINLAND

Table of stock prices for Finland, including companies like Nokia, Wärtsilä, and others.

IRELAND

Table of stock prices for Ireland, including companies like Anglo Irish Bank, Guinness, and others.

NETHERLANDS (continued)

Table of stock prices for the Netherlands (continued), including companies like Akzo, Heijmans, and others.

JAPAN

Table of stock prices for Japan, including companies like Dai-ichi Kangyo Bank, Daiwa Bank, and others.

NETHERLANDS (continued)

Table of stock prices for the Netherlands (continued), including companies like Akzo, Heijmans, and others.

NETHERLANDS (continued)

Table of stock prices for the Netherlands (continued), including companies like Akzo, Heijmans, and others.

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Table of stock prices for the Netherlands (continued), including companies like Akzo, Heijmans, and others.

NETHERLANDS (continued)

Table of stock prices for the Netherlands (continued), including companies like Akzo, Heijmans, and others.

CANADA

Table of stock prices for Canada, including companies like Alcan, Bell Canada, and others.

MONTREAL

Table of stock prices for Montreal, including companies like Alcan, Bell Canada, and others.

INDICES

Table of various stock indices including Dow Jones, Nikkei, and others.

NEW YORK

Table of stock prices for New York, including companies like IBM, Microsoft, and others.

NEW YORK ACTIVE STOCKS

Table of active stock prices in New York, including companies like IBM, Microsoft, and others.

TOKYO - Most Active Stocks

Table of most active stock prices in Tokyo, including companies like Dai-ichi Kangyo Bank, Daiwa Bank, and others.

TRAVELLING ON BUSINESS?

Advertisement for hotels and travel services, including Hotel Miguel Angel, Hotel Palace, and others.

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

4pm prices February 3

Main table containing stock prices, organized into columns for different market segments like 15 Month, 12 Month, and 10 Month. Each column lists stock symbols, prices, and changes.

Advertisement for Samsung Electronics featuring a television set and the slogan 'Triumphs in TV technology...'. Includes the Samsung logo and 'Electronics' text.

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Wall Street

NYSE COMPOSITE PRICES

Main table of NYSE Composite Prices with columns for stock symbols, prices, and changes. Includes sub-sections for 'Continued from previous page' and '4pm prices February 2'.

OVER-THE-COUNTER

Table of Over-the-Counter prices for various stocks, including columns for stock symbols, prices, and changes.

ANEX COMPOSITE PRICES

Table of ANEX Composite Prices for various stocks, including columns for stock symbols, prices, and changes.

Nasdaq national market, 4pm prices February 2. Table listing Nasdaq national market prices for various stocks.

Advertisement for 'Have your FT hand delivered in Norway' with contact information for Oslo (02) 678310.

Advertisement for 'Free hand delivery service' for LISBOA AND PORTO, contact info for Lisboa 887844.

Advertisement for 'Have your F.T. hand delivered' with contact info for Copenhagen (01) 134441.

The Business Album Sometimes bigger may be better in Europe

Not before time, a growing body of sceptics is starting to question the doctrine that bigger will automatically mean better in Europe's internal market after 1992...

Too short a catalogue

The LBS catalogue of industries in which further scale-building can be economically justified is very short - it includes telecommunications and power engineering...

The fundamental difficulty with the LBS study is not by how much that list is unacceptably short - as it almost certainly is. The problem is that the academics, like the governments and industrialists they attack, focus almost exclusively on the question of European scale versus diversity in end-products...

As a few pioneers of pan-European acquisitions, such as Sweden's Electrolux, have demonstrated over the past few years, considerable scale benefits can be achieved higher up the value-added chain...

In fragmented markets a large company can also reap scale advantages in the final assembly of certain product lines by creating a cross-border network of relatively small, specialised factories...

Any company which tries to achieve such scale affects, whether through acquisition or internal growth, obviously runs the risk of creating so much complexity that organisational diseconomies outweigh the benefits of large-scale sourcing and production...

There is no single truth about optimum scale in Europe. It will vary across industries, product lines, and - most important - organisations.

Christopher Lorenz

An aura of aloof austerity pervades the presence of Mr Frans Andriessen, the European Community's new External Relations Commissioner...

THE MONDAY INTERVIEW Retiring quietly into the limelight

Peter Montagnon and Will Dawkins speak to Frans Andriessen, the EC's newly appointed External Relations Commissioner

- PERSONAL FILE 1929 Born Utrecht 1931 Doctorate in law, Utrecht University 1958-1967 Member of the Council of Ministers 1967-1977 Member of State-Parliament 1977-1979 Minister of Finance 1980 Member of State-Parliament 1981 European Commissioner for competition and relations with European Parliament 1985 Vice President European Commission for agriculture 1989 Vice President European Commission for external affairs

"The Commission has always taken the view that the multilateral approach is the final common interest of the Community. I think we should contribute to strengthening this multilateral approach as much as we possibly can...

agreed rules of trade and the US with its predilection for unilateral actions against its trading partners. He says Europe can make a virtue out of its decision not to retaliate against the US sanctions against the European ban on hormones in meat...

happen. What we have to create in April is a new start of negotiation. That's what it's all about. It's not a matter of judging things, but don't expect that April could bring a basic solution."

"I don't see for the moment that we should change our law, the Community law. The other story is whether we should be prepared to look into the existing law in the Gatt framework. I'm not convinced that that is necessary, but if there were general agreement to do that, I don't think we would oppose it."

Looking back over his years as Farm Commissioner, he can point to achievements both in terms of establishing price reforms and of opening up the debate on direct income support for farmers which he says should be an element in overall reform...



I'm prepared to use every element I can to get the Community as multilateral as possible

of direct sectoral reciprocity. "That's not what we have in mind but, of course, a certain balance between mutual interests in a negotiated agreement is logical."

trade politics. "This means we have to think in the Community about how we can retain the basic principles of our common agricultural policy in a rapidly changing global situation."

swade his foreign counterparts that this process does constitute a substantial contribution to world farm reform. But will he be able to make his mark within the Community on trade, so that his own, strongly held, views on multilateralism count?

Is there life after the demise of the Bar?

The much-advertised ability of barristers to think on their feet has not been born out by last week's spectacle. In pleading that the Bar is sacrosanct and ought to be declared eternal, many barristers, including some leaders of the profession, used arguments ranging from exaggeration to obvious misrepresentation...



A.H. HERMANN

The shock at the audacity shown by the Government in tackling lawyers' restrictive practices, produced a stream of insinuations. Lord Mackay, the Lord Chancellor, was applying Scottish principles to the pragmatic English. He was innocent, said others; his hand was forced by Mrs Thatcher and her acolytes...

"A betrayal of Conservative principles," shouted the Association of Conservative Lawyers. "Cynically populist proposals," pontificated Lord Rawlinson, concluding that these might be but a short step to - horror of horrors - a Minister of Justice, answerable to the Commons."

It would be uncharitable to ignore the distress which even the very rich and successful can suffer and which prompted this outburst. But such an irrational cry de coeur does not call for an answer. However, some more rational arguments against the reform proposals were also advanced, and these need to be looked into.

Deming gently put him right. Alongside excellent counsels' opinions, one can find others which are a disaster for the client. There is nothing Rolls-Royce about the Bar's contribution to justice, except its cost. Certainly not its slow pace, sometimes due to barristers reading papers in court for the first time, and to the encouragement of "refreshers."

Nor do all outstanding barristers make excellent judges. In the criminal courts some cannot overcome the habit of identifying with one of the parties - the male or the police - and in the civil courts they often fail to see the wood for the trees. They are incorruptible, but this is not enough.

The Bar and its judges also have a historical responsibility for allowing suspects to be convicted on the basis of a "confession" recorded by the police, and for a method of construction which allows an insured to be made to bear the penalty for an unauthorised insurer.

give up their extremely lucrative franchise clients go to the big law firms anyhow; and the not-so-rich cannot afford to pay £2,000 for two days in a magistrates' court with much higher costs for international arbitration.

Moreover, it is a delusion to believe that solicitors always select the best counsel available for their clients. Many have a semi-permanent relationship with particular chambers, leave it to the clerk to give the brief to whoever is free, and often find that the brief was passed at the last minute to someone else who did not have much time to read it.

Finally, there is the sledgehammer argument that the proposed reform would put advocates in the Government's pocket. The Bar sticks to this although it now admit that advocates would not be licensed by the Lord Chancellor for their clients' benefit, but certified by any recognised professional organisation, including the Bar. True, these professional bodies would have to satisfy a statutory minimum code of conduct but this does not have to be a bad thing at all.

If there are no better arguments than this, the case is very weak; if there are, but the leaders of the Bar are unable to see them, it is no stronger. It all boils down to this: if the barristers are as good as they say, and some are, they will have no difficulty in competing with other advocates when the public has direct access, and those that are not so good will have to improve or leave advocacy. It will be a much fairer pruning of the profession than that currently achieved by the refusal of tenancies in the overcrowded chambers monopolising the higher courts.

Advertisement for KLM featuring the headline "Why is KLM always expanding its business connections?" and "They want to be ready when you expand your business." Includes text about KLM's global network and service quality.